

Appendix 1

Summary of MTFP

Summary Draft Medium Term Financial Plan 2014-18				
	2014-15	2015-16	2016-17	2017-18
	£'000	£'000	£'000	£'000
Net Service Costs	295,732	293,933	291,270	296,624
Growth (Incl Public Health)	6,619	8,687	7,949	3,223
Savings				
Approved	(6,692)	(22,421)	(4,000)	0
New	0	0	0	0
Inflation	4,842	5,500	5,500	5,500
Core Grants (incl Public Health)	(4,266)	3,742	(3,764)	(713)
Earmarked Reserves (Directorates)	(804)	1,829	(331)	0
Contribution to/from Reserves	(1,498)	0	0	0
Total Funding Requirement	293,933	291,270	296,624	304,634
Government Funding	(122,580)	(87,981)	(66,879)	(48,947)
Retained Business Rates	(105,566)	(117,960)	(126,202)	(132,052)
Council Tax	(66,396)	(69,815)	(71,909)	(74,066)
Collection Fund Surplus				
Council Tax	0	(2,131)	0	0
Retained Business Rates	0	(4,922)	0	0
Total Funding	(294,541)	(282,809)	(264,990)	(255,065)
Budget Gap (excl use of Reserves)	(608)	8,461	31,634	49,569
Unallocated Contingencies	0	0	0	0
Budgeted Contributions to Reserves	(1,034)	0	0	0
General Fund Reserves	1,642	(8,461)	(6,634)	(9,569)
Unfunded Gap	0	(0)	25,000	40,000
Savings to be delivered in each year		0	(25,000)	(15,000)
	31/03/2015	31/03/2016	31/03/2017	31/03/2018
Balance on General Fund Reserves (£000s)	66,631	58,170	51,536	41,968

Appendix 2

Detailed Analysis of MTFP

Detailed analysis of the Medium Term Financial Plan by service area 2014/15 to 2017/18

Service	Total	Savings		Growth	Adjustments	Total	Savings		Growth	Adjustments	Total	Savings		Growth	Adjustments	Total
	2014-15	Approved	New			2015-16	Approved	New			2016-17	Approved	New			2017-18
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Education, Social Care and Wellbeing	187,532	(10,810)	0	1,682	(614)	177,790	0	0	2,146	0	179,936	0	0	582		180,518
Public Health	32,100	(3,112)	0	(25)	0	28,963	0	0	(891)	0	28,072	0	0	(892)		27,180
Communities, Localities and Culture	79,107	(753)	0	2,335	(470)	80,219	0	0	2,024	(199)	82,044	0	0	1,144		83,188
Development & Renewal	15,914	(1,027)	0	1,474	339	16,700	0	0	(714)	(510)	15,476	0	0	0		15,476
Resources	7,187	(2,383)	0	3,833	0	8,637	0	0	250	0	8,887	0	0	250		9,137
Law, Probity & Governance	9,292	(284)	0	504	(154)	9,358	0	0	0	154	9,512	0	0	0		9,512
Net Service Costs	331,131	(18,369)	0	9,803	(899)	321,666	0	0	2,815	(555)	323,926	0	0	1,084	0	325,010
Other Net Costs																
Capital Charges	11,712	(750)	0	(30)	(451)	10,481	0	0	397	0	10,878	0	0	(419)		10,459
Levies	1,672	0	0	0	0	1,672	0	0	0	0	1,672	0	0	0		1,672
Pensions	16,622	0	0	2,000	0	18,622	0	0	1,500	0	20,122	0	0	1,500		21,622
Other Corporate Costs	(10,394)	(3,302)	0	(3,086)	0	(16,782)	(4,000)	0	3,237	0	(17,545)	0	0	1,058		(16,487)
Total Other Net costs	19,611	(4,052)	0	(1,116)	(451)	13,992	(4,000)	0	5,134		15,126	0	0	2,139		17,265
Public Health Grant	(32,261)	0	0	0	0	(32,261)	0	0	0	0	(32,261)	0	0	0		(32,261)
Core Grants	(27,017)	(3,000)	(2,157)	8,899	0	(23,275)	0	(5,000)	1,236	0	(27,039)	0	(5,000)	4,287		(27,752)
Reserves																
General Fund (Corporate)	(1,498)	0	0	0	1,745	247	0	0	0	25	272	0	0	0		272
Earmarked (Directorate)	(875)	0	0	0	1,434	559	0	0	0	199	758	0	0	0		758
General Fund (Smoothing)	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0
Inflation	4,842	0	(1,500)	7,000	0	10,342	0	(1,500)	7,000	0	15,842	0	(1,500)	7,000		21,342
Total Financing Requirement	293,933	(25,421)	(3,657)	24,586	1,829	291,270	(4,000)	(6,500)	16,185	(331)	296,624	0	(6,500)	14,510		304,634
Government Funding	(122,580)	0	(83)	34,682	0	(87,981)	0	(145)	21,247	0	(66,879)	0	(163)	18,095		(48,947)
Retained Business Rates	(102,429)	0	(12,310)	0	0	(114,738)	0	(11,464)	0	0	(126,202)	0	(5,849)	0		(132,052)
Section 31 Grant (BR)	(3,137)	0	(85)	0	0	(3,222)	0	0	3,222	0	0	0	0	0		0
Council Tax	(66,396)	0	(3,419)	0	0	(69,815)	0	(2,094)	0	0	(71,909)	0	(2,157)	0		(74,066)
Collection Fund Surplus		0	0	0	0	0	0	0	0	0	0	0	0	0		0
Council Tax	0	0	(2,131)	0	0	(2,131)	0	2,131	0	0	0	0	0	0		0
Retained Business Rates	0	0	(4,922)	0	0	(4,922)	0	4,922	0	0	0	0	0	0		0
Total Financing	(294,541)	0	(22,950)	34,682	0	(282,809)	0	(6,650)	24,469		(264,990)	0	(8,170)	18,095		(255,065)

Appendix 3

Growth

Summary of Growth Bids - 2015/16 - 2017/18

Appendix 3

Reference No.	Growth Bids Description	2015/16 £000	2016/17 £000	2017/18 £000	TOTAL £000
Education, Social Care and Wellbeing					
GRO ESW 1-14	Demographic Pressures in Adult Social Care	1,492	1,536	1,582	4,610
GRO ESW 2-14	Home – School Transport	(180)	(390)	-	(570)
GRO ESW 3-14	Discretionary Awards Post-16	(272)	-	-	(272)
	Earmarked Reserves	272	-	-	272
GRO ESW 1-15	Care Bill	-	2,000	(1,000)	1,000
ACC ESW 1-15	Mayor's Higher Education Bursary	630	(630)	-	-
ACC ESW 2-15	Mayor's Education Award	370	(370)	-	-
ACC ESW 3-15	Free School Meals for Year 3 to Year 6 Pupils	1,783	(891)	(892)	-
	Corporate growth contingency	(1,783)	891	892	-
		2,312	2,146	582	5,040
Communities, Localities and Culture					
GRO CLC 1-15	Freedom Pass	402	440	468	1,310
GRO CLC 2-15	Waste Collection and Treatment	1,978	481	257	2,716
GRO CLC 3-15	Kobi Nazrul Centre	100	-	-	100
ACC CLC 1-15	Tower Hamlets Enforcement Officers (THEOs)	615	-	-	615
		3,095	921	725	4,741
Development and Renewal					
GRO D&R 1-14	Carbon Reduction Commitment	261	339	-	600
	Corporate Cost	(261)	(339)	-	(600)
GRO D&R 1-15	Funding for Permanent FTE posts in the Capital Delivery Service (non-education projects)	160	-	-	160
GRO D&R 2-15	Planned Maintenance Corporate Property	803	(803)	-	-
GRO D&R 3-15	Town Hall - Service Charges	250	(250)	-	-
		1,213	(1,053)	-	160
Law, Probity and Governance					
GRO LPG 1-15	Mayor's Advisors	350	-	-	350
GRO LPG 2-15	Review of Electoral Services	154	-	-	154
		504	-	-	504
Resources					
GRO RES 1-15	Welfare Reform – Measures to Protect Vulnerable Residents	2,600	-	-	2,600
GRO RES 2-15	Loss of Benefit Subsidy	500	250	250	1,000
	DHP Funding Reduction	733	-	-	733
	Corporate Growth Contingency	(1,500)	(250)	-	(1,750)
		2,333	-	250	2,583
Corporate Costs					
	Capital Charges	-	1,500	-	1,500
	Pension Costs	2,000	1,500	1,500	5,000
	Civic Centre	(1,000)	-	-	(1,000)
	Single Tier State Pension	-	3,000	-	3,000
	Stairway to Heaven	25	(25)	-	-
	Celebration Events	70	-	-	70
	DCLG Commissioners	100	(40)	(60)	-
	Earmarked Reserves	(25)	25	-	-
	Inflation	5,500	5,500	5,500	16,500
		6,670	11,460	6,940	25,070
Total Growth Bids (All Directorates)		16,127	13,474	8,497	38,098

**COMMITTED / UNAVOIDABLE GROWTH BID
BUDGET 2015/16- 2017/18**

Item Ref. No:
GRO/ESW/01/14

TITLE OF ITEM: Demographic Pressures in Adult Social Care

DIRECTORATE: Education, Social Care & Wellbeing

SERVICE AREA: Adult Social Care

LEAD OFFICER: Bozena Allen

FINANCIAL INFORMATION:

	Contingency / Budget allocation	Bid (Base is 2014/15 Budget)			
		2014/15 £'000	2015/16 £'000	2016/17 £'000	2017/18 £'000
Employees (FTE)					
Employee Costs					
Other Costs	55,012	1,492	1,536	1,582	
Income					
To Reserves					
TOTAL	55,012	1,492	1,536	1,582	

*Committed growth agreed on an annual basis, therefore future years are included as indicative figures to aid medium term financial planning

DESCRIPTION & JUSTIFICATION

Growth Calculation: [Use this box to illustrate the empirical assumptions built into this bid and how they relate to historic/ developing trends]

The growth calculation assumes that increases in population, combined with other demographic factors detailed below will lead to more clients needing social care support for longer. The estimated average rate of growth per client group is different and is influenced by a number of factors such as age, ethnicity, deprivation and other such demographic factors. It is also assumed that this will lead to additional cost pressures in within homecare, day care, meals service, direct payments and residential and nursing care.

Budget 2014-15 (£'000)

Client Group	Homecare	Day care	Meals	Direct Payments	Residential/Nursing care	Total Budget	Estimated Growth Rate	Growth Requirement
OP	11,453	229	666	2,423	11,160	25,931	2.00%	462
PD	2,341	52	0	2,876	1,714	6,982	2.40%	129
LD	2,618	3,679	0	1,346	9,627	17,271	3.80%	708
MH	270	79	0	292	4,187	4,828	3.00%	193
Total	16,682	4,039	666	6,937	26,687	55,012		1,492

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Predicted population growth in Tower Hamlets will inevitably bring an increase in the number of people who need adult social care services. Tower Hamlets has high levels of deprivation, which in turn is associated with poor mental and physical health. Deprivation levels may be further exacerbated by welfare reform. An increase in the number of people living for longer with poor health is also a factor driving an increase in demand for adult social care across all client groups.

There is likely to be an increased demand for adult social care from all sections of the population as it continues to expand. Based on the latest GLA projections, the borough's population is expected to grow by 10% over the next five years (2013 to 2018), equating to an average annual population growth rate of 2%. A 20% increase is expected by 2023, equating to 320,200 residents. The projected growth is mainly in the lower working age range (people aged 30 to 44) who account for 53 per cent of the growth in the next five years and 46 per cent of the growth in the next 10 years. A proportion of this group will require support and services from adult social care.

High levels of deprivation are strongly linked to poor mental and physical health. Tower Hamlet is the 7th most deprived local authority in England out of the 326 local authorities. There is also a link between some learning disabilities and poverty. Possible explanations include poor nutrition and low uptake of screening programmes and antenatal care, which increase the prevalence of learning disabilities. Levels of deprivation may be further worsened by welfare reform changes which are starting to come into effect. It is likely that this may have an impact on demand, due to the evidence that high levels of deprivation are a driver for increased need for social care services. Further, Demos analysis suggests that the welfare reform changes will have particularly negative economic consequences for disabled people, with significant knock-on effects.

Trends show that increases in healthy life expectancy have not kept pace with improvements in total life expectancy. If the extra years from increased longevity are mostly spent in disability and poor health, there will be an increase in demand for social care across all client groups.

Older people in Tower Hamlets have worse health in many areas compared to England averages. In addition, a higher than average proportion of older people in the borough live alone. Older people who live alone are significantly more likely to have a social care need than those who do not live alone.

Survival rates of young people with profound and multiple learning disabilities are improving and this cohort is now coming through to adult hood. Tower Hamlets is a young borough and there is considered to be a higher rate of learning disabilities in the school-age population. Due to a complex set of reasons, there are higher prevalence rates of profound and multiple learning disabilities in children of a Bangladeshi ethnic background. Tower Hamlets has a significant Bangladeshi community.

The Tower Hamlets Mental Health Strategy Needs Assessment lists a number of "risk factors" and "protective factors" in relation to mental health. On some of these, Tower Hamlets has been shown to face a greater challenge than the rest of London (carers, older people, drug and alcohol misuse) but all need attention because of the specific risks they pose to mental health or because all are linked to the high levels of deprivation which exist in the borough. One of the most significant drivers of demand in mental health is the high population turnover in Tower Hamlets.

The introduction of the Care Bill and the predicted rise in the number of adults requiring adult social care is likely to result in an increased demand for carer assessments and carer services.

This bid uses estimated growth rates from the Department of Health sponsored systems 'Projecting Adult Needs and Service Information' (PANSI) and 'Projecting Older People Population Information' (POPPI) systems. These systems combine population projections with benefits data and research on expected prevalence rates to produce projections of the likely future demand on social care and health services. Projections from POPPI and PANSI for previous years have proven to be reasonably accurate and we are satisfied that these are the most robust figures available for calculating projections of future growth.

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1. RISKS AND IMPLICATIONS:

Why is this expenditure inescapable and what are the consequences/ risks if funding is not approved? If it is demand-led provide details of the increase in client numbers and the basis of any projections.

Older People

There has been a progressive increase in services provided to older people since 2009/10. Spend on commissioned older people's services has increased by 19.1% over the past five years. Due to the health and demographic factors, demand for adult social care services from older people is predicted to continue to increase between now and 2020. Assuming an annual average growth rate of 2.0%, **growth requirement in 2014/15 for Older People Services is estimated at £462k.**

Home care, which is particularly heavily used by older people in Tower Hamlets, is expected to continue to be under growing pressure over the next 8 years.

Clients with Learning Disabilities

A great deal of national and local research indicates that we can expect a significant increase in demand for support from adult social care for adults with a learning disability over the next five years. However, local evidence suggests that this may be at a slow and steady rate, rather than the relatively high increase rates predicted in 2011. One area of significant increase has been the transition cases with an extra 1,000 cases predicted to come through in the next five years.

The Tower Hamlets JSNA used Emerson and Hatton's prevalence estimates for 2011 and 2021 to estimate existing and future numbers of people with severe and moderate learning disabilities in Tower Hamlets.

The forecasted rate is 38% increase overall, and an average increase of 3.8% for each year, which indicates an **estimated annual growth requirement of £708k for LD client services. A strong influencing factor is the number of transition LD cases which are predicted to see a significant increase.**

Projecting Adult Needs and Services Information (PANSI) uses the same Emerson and Hatton prevalence estimates and Office of National Statistics figures to come up with predictions for adults aged 18 to 64 with a moderate or severe learning disability. It is noticeable that demand is expected to be proportionately higher in Tower Hamlets compared to our neighbours.

Mental Health Clients

Evidence suggests there has been a steady increase in the number of adults who have a mental health problem and who are eligible to receive support from adult social care.

The number of community referrals made to mental health services has decreased; demand has increased in other areas. This includes the number of Mental Health Act assessments, the use of mental health voluntary sector services, and the number of adults aged 18 to 64 years old with mental health as their "primary client group" receiving mental health services from adult social care.

The number of adults aged 18 to 64 years old with mental health as their "primary client group" receiving mental health services from adult social care has increased by 19% between 2010-11 and 2011-12 and then 6% between 2011-13 and 2013-14, a total of 27% in the last three years, equating to an average annual increase of 9%.

However, Projecting Adult Needs and Services Information (PANSI) has a number of future predictions for mental health prevalence rates amongst working-age adults in Tower Hamlets. This information is categorised according to mental health condition, and does not give an indication as to who might be eligible for adult social care.

This shows a 6% increase between 2012 and 2014, and a 5% increase between 2014 and 2016. There is an average annual increase of 3%.

Thus the real growth requirement within MH services is likely to be between 3%-9%. On the basis that the 9%

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based on LBTH average is likely to be skewed by the 19% in 2011-12, it has been assumed that the PANSI rate of 3% may represent a more realistic, steady state estimate. A 3% increase in demand for MH services is likely to lead to **growth requirement of £193k per annum**.

2 | VALUE FOR MONEY/EFFICIENCY

Provide evidence that the proposed expenditure will offer value for money. Where the expenditure is additional to existing budgetary provision for this service, evidence should also be provided of the value for money of the base provision. Evidence should be drawn from BVPIs, unit costs comparisons, benchmarking exercises or audit/inspection judgements

The amounts required for growth is intended to pay for homecare, day care, meals, direct payments and residential and nursing care services.

At the moment a major piece of work is under way to review and implement a comprehensive TOP UP policy. This will ensure that Commissioning arrangements are reviewed in detail to ensure rates paid by Tower Hamlets are competitive and represent value for money. However, as most contracts now contain a requirement to pay the London living wage to staff directly providing services, this is likely to impact on the competitiveness of rates paid by Tower Hamlets compared to other local authorities.

The budget has seen an increased unit cost especially in the Home Care area which combined with an increase in the number of adults receiving home care, day care and direct payments could increase the budget pressures.

Compared to other London authorities, we are a low user of institutional care as we seek to offer choice to our service users and focus on them maximising their independence in their community.

The development of extra care sheltered housing (ECSH) as an alternative to institutional care, at an average annual cost of £9,676 per service user against £28,600 per institutional placement, is another efficiency driver.

Currently the directorate has set up client package challenge panels which have started to generate savings by scrutinising the level of needs and the value for money provision.

**COMMITTED / UNAVOIDABLE GROWTH BID
BUDGET 2013/14- 2016/17**

Item Ref. No:
GRO/ESW/02/14

TITLE OF ITEM:	Home – School Transport		
DIRECTORATE:	Education Social Care and Wellbeing		
SERVICE AREA:	G78 Pupil Support	LEAD OFFICER:	Terry Bryan

FINANCIAL INFORMATION:

	Contingency / Budget allocation	Bid (Base is 2013/14 Budget of £0.910m)		
	2013/14 £'000	2014/15 £'000	2015/16 £'000	2016/17 £'000
Employees (FTE)		0	0	0
Employee Costs		0	0	0
Other Costs	+98	-31	-180	-390
Income		0	0	0
To Reserves				
TOTAL	+98	-31	-180	-390

*Committed growth agreed on an annual basis, therefore future years are included as indicative figures to aid medium term financial planning

DESCRIPTION & JUSTIFICATION

Growth Calculation:

The current budget for home-school travel is £0.910m for direct transport only. The pro-forma for 2013/14 had a higher figure of £0.993m, including associated costs of bus passes and reimbursement of parent's travel costs. The spending 2013/14 is running higher than the budget of £0.910m for this reason.

The figures have been reassessed for the next three year period on the basis of the snapshot of provision in November 2013 and the expected change in numbers at current rates.

The initial rise in spending is based on the existing demand for school places, given that available places do not correlate to the areas where demand is greatest. The LA's commitment to continue the existing transport arrangements for current recipients is being honoured; although under review as per the LA's revised Travel Assistance policy and families are increasingly being offered other forms of travel assistance where possible. Demand for places remains high, but new admissions policies will assist in getting more pupils in local schools. This is a complex situation and uncertainties remain about whether strategies for managing the expected demand will be entirely successful (i.e. whether new school places will be built; whether the new admissions arrangements will promote a better correlation between pupils and places). Therefore it is likely that there may be further demand on local school places and this will impact on the need for travel assistance beyond those identified in this report.

The current number of families being provided with travel assistance is 318 (248 children receiving school bus transport and 70 families receiving other forms of assistance such as a Travelcard or bus pass issued to the parent/child) with current annual cost of £0.945m. When considering the different forms of assistance it is important to note that school transport is the only provision where we are able to provide a cost per child. With the other forms of assistance such as a bus pass, whilst the average cost of is £714.75 per year, this is issued to the parent but in effect means that the LA is providing travel assistance for all the eligible children in that family.

Therefore, the addendum to Table 4 provides a further breakdown to indicate the **numbers** of children who are receiving each form of travel assistance.

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It is projected that by the spring of 2014 the number of children that will require school bus transport will increase by an additional 8 Reception aged children (see table 1), which would increase the total spend to £1.008m for 2013/14. The number of reception children requiring travel assistance will not rise as significantly compared to previous years due to the introduction of the priority catchment areas which has enabled families to access local school places.

Table 1 shows further breakdown of children requiring school places by area and the projected increase is due to the shortage of places in the Isle of Dogs and Poplar area. Evidently, if the Authority is unable to successfully continue its strategy of providing places in the areas where this is most needed; these projections will need be revised and the cost is likely to increase.

Table 1 – Projected number of reception aged children that will require school bus transport by spring 2014

Area	No of Children out of School	Vacancies	Variance
Bethnal Green		24	24
Bow North	1	4	3
Bow South	2	1	-1
Isle of Dogs	5	0	-5
Poplar	4	2	-2
Stepney		6	6
Wapping		6	6
Grand Total	12	43	31

Table 2 summarises the current and revised MTFP position arising from this refreshed analysis.

Table 3: Provides a snapshot of the current unit cost of school bus transport at £17.66 per child per school day. This cost has been determined by applying a formula based on number of children; schools; size and cost of the transport vehicles. (See **Table 3** at the end of this pro forma)

Table 4: Provides a snapshot of the current unit cost per day for the following forms of assistance

- School bus transport
- Travelcard
- Bus pass
- Private Escort
- Refund of Travel Costs
- Direct payment (Petrol)
- Post 16 Bursary

It also provides a breakdown of the other associated cost consisting of reimbursements and salary (See **Table 3** at the end of this pro forma)

Table 5: Estimated number of pupils likely to require Travel Assistance from 2013/14 through to 2016/17 School Year (See **Table 5** at the end of this pro forma)

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Table 2: Projected cost for the next four (financial) years. The total annual cost projection is based on a current average of cost £3461.61 per pupil in receipt of school bus transport, plus £865.85 per pupil/parent in receipt of a school travel card and £714.75 per pupil/parent in receipt of a school bus pass.

Table 2: Four Year Cost Projections

Financial Year	MTFP Profile 2012	Revised Forecast Cost (2013)	Difference from 2012 MTFP Profile	Difference from 2013-14 Budget
2013-14*	£0.910m	£1.008m	£0.098m	£0.098m
2014-15**	£0.890m	£0.879m	-£0.011m	-£0.031m
2015-16**	£0.800 m	£0.730m	-£0.070m	-£0.180m
2016-17**	£0.699m	£0.520m	-£0.179m	-£0.390m

Due to the differences between the financial year and the school year, a yearly forecast will consist of the Summer term of the current school year and the Autumn and Spring term of the following school year, for example:

**Projection for 2013-14 is based on the actual spends for Summer term of the 2012/13 school year (April to August at £359,583) and the projected costs for the Autumn & Spring term of 2013/14 school year.*

***Projection for 2014-17 is based on one thirds of academic year and two third of the next.*

1. RISKS AND IMPLICATIONS:

Why is this expenditure inescapable and what are the consequences/ risks if funding is not approved? If it is demand-led provide details of the increase in client numbers and the basis of any projections.

Projections can be revised, based on the impact of the Council's revised travel assistance policy and the increase in school place provision in areas where there has been a higher demand such as the north east of the borough for example Bonner (Mile End), CET, Woolmore, Canary Wharf College and (possibly) Seven Mills. This expansion will lead to a reduction in the numbers of families having to travel to a school place over 2miles and hence, requiring travel assistance. Furthermore, as a result of the revised policy, the LA is also carrying out a review of all those receiving travel assistance, so it is expected that there will be a further reduction in the overall cost of travel assistance. Although, there may be a subsequent increase in the numbers of families receiving other forms of assistance.

The actual spending for this year has exceeded the projected figures forecasted in 2012 (by 98k) and it is expected that this trend will continue in the next financial year as a result of the Reception aged children requiring assistance as well as the large numbers of children who are arriving in the borough and require school places, which may not be available locally. It is therefore difficult to produce accurate medium term projections.

However, the overall spending is expected to then decrease from 2014/15 as the LA's admission policies continue to improve access to local school places, further school expansion continues in areas with a high demand for school places and the on-going review will also have an impact.

The LA has a **statutory duty** to provide travel assistance (Education Act 1996, Sections 508A, 508B and 508C) and if funding is not approved, then it will mean that families are unable to access school provision and education, especially those that are vulnerable or hard to place and it will mean that the LA is not fulfilling its statutory duty.

As mentioned earlier in table 3, the revised per pupil cost of £3461.61 on school bus is 15% higher than the rate of £2950.18 per pupil determined for 2012/13. The average cost of travel pass is £865.85 per pupil and £714.75 per pupil for school bus pass.

**COMMITTED / UNAVOIDABLE GROWTH BID
BUDGET 2013/14- 2016/17**

**Item Ref. No:
GRO/ESW/02/14**

2 VALUE FOR MONEY/EFFICIENCY

Provide evidence that the proposed expenditure will offer value for money. Where the expenditure is additional to existing budgetary provision for this service, evidence should also be provided of the value for money of the base provision. Evidence should be drawn from BVPIs, unit costs comparisons, benchmarking exercises or audit/ inspection judgements

It would ideally be better value for money if school places were available in the right parts of the borough and such journeys were not required at all.

The introduction of the priority catchment areas is expected to reduce the need for this support, but this will only happen over time.

Furthermore, the revised travel assistance policy has meant that a growing proportion of the families receiving travel assistance are now being provided with forms of assistance other than school transport which are much more cost effective. In all instances of applications for travel assistance, the LA seeks to provide the most appropriate and cost effective form of assistance.

The travel assistance review will also ensure that value for money principles are taken into consideration when continuing with any forms of travel assistance.

Spending money on school transport continues to be the largest expense of the Transport budget and whilst this may be considered a generous arrangement, this is under review and needs to be managed and balanced in association with the adverse impact on children, families and schools. Furthermore, the withdrawal/cancellation of school transport for any family is subject to an appeal process during which provision must continue so any change in the costs will not be immediate.

**COMMITTED / UNAVOIDABLE GROWTH BID
BUDGET 2013/14- 2016/17**

**Item Ref. No:
GRO/ESW/02/14**

Table 3 – Snapshot of school bus transport recipients (November 2013)

School	Number Children	Number of Vehicles	Cost per Day	Estimated Annual Cost (196 school days)	Average cost per child per day
Bangabandhu	2	1	£ 64.00	£ 12,544.00	£ 32.00
Bangabandhu	5	1	£ 88.00	£ 17,248.00	£ 17.60
Ben Johnson	4	1	£ 88.00	£ 17,248.00	£ 22.00
Canon Barnett	6	1	£ 152.00	£ 29,792.00	£ 25.33
Canon Barnett	24	2	£ 172.00	£ 67,424.00	£ 14.33
Cayley School	2	1	£ 64.00	£ 12,544.00	£ 32.00
Christ Church	5	1	£ 88.00	£ 17,248.00	£ 17.60
Christ Church	7	1	£ 152.00	£ 29,792.00	£ 21.71
Christ Church	24	2	£ 172.00	£ 67,424.00	£ 14.33
Columbia	2	1	£ 64.00	£ 12,544.00	£ 32.00
Elizabeth Selby / Lawdale	12	1	£ 172.00	£ 33,712.00	£ 14.33
Globe	3	1	£ 64.00	£ 12,544.00	£ 21.33
Hague	1	1	£ 64.00	£ 12,544.00	£ 64.00
Harry Gosling	11	1	£ 172.00	£ 33,712.00	£ 15.64
Hermitage	6	1	£ 152.00	£ 29,792.00	£ 25.33
Hermitage	12	1	£ 172.00	£ 33,712.00	£ 14.33
John Scurr	4	1	£ 88.00	£ 17,248.00	£ 22.00
Manorfield / Lansbury Lawrence	4	1	£ 88.00	£ 17,248.00	£ 22.00
Malmesbury/ Bonner	3	1	£ 64.00	£ 12,544.00	£ 21.33
Mowlem	1	1	£ 64.00	£ 12,544.00	£ 64.00
Osmani	13	1	£ 172.00	£ 33,712.00	£ 13.23
Shapla	2	1	£ 64.00	£ 12,544.00	£ 32.00
Smithy School	3	1	£ 64.00	£ 12,544.00	£ 21.33
Smithy School	4	1	£ 88.00	£ 17,248.00	£ 22.00
St Anne's / St John's	3	1	£ 64.00	£ 12,544.00	£ 21.33
Globe / St John's	3	1	£ 64.00	£ 12,544.00	£ 21.33
St Matthias	3	1	£ 64.00	£ 12,544.00	£ 21.33
St Matthias	10	1	£ 172.00	£ 33,712.00	£ 17.20
St Pauls Whitechapel	5	1	£ 88.00	£ 17,248.00	£ 17.60
St Peter's	1	1	£ 64.00	£ 12,544.00	£ 64.00
Stewart Headlam	5	1	£ 88.00	£ 17,248.00	£ 17.60
Stewart Headlam	12	1	£ 172.00	£ 33,712.00	£ 14.33
Thomas Buxton	7	1	£ 152.00	£ 29,792.00	£ 21.71
Thomas Buxton	26	2	£ 172.00	£ 67,424.00	£ 13.23
William Davis	13	1	£ 172.00	£ 33,712.00	£ 13.23
Total	248	38	£ 3,864.00	£ 858,480.00	£ 17.66

** Schools may be listed more than once, due to the different costs associated to the size of the vehicle.

Average Cost per Pupil - £3461.61

**COMMITTED / UNAVOIDABLE GROWTH BID
BUDGET 2013/14- 2016/17**

**Item Ref. No:
GRO/ESW/02/14**

Table 4 – Snapshot of Travel Assistance Recipients (November 2013)

Form of assistance	Number*	Cost per Day (Adult/Child)	Cost per Term (Adult/Child)	Estimated Annual Cost per Adult/Child (196 school days)	Projected Total Spend on Provision
School transport	248	£ 17.66	£ 1,324.60	£ 3,461.61	£ 858,480.00
Bus Pass *	45	£ 3.65	£ 273.50	£ 714.75	£ 32,163.60
Travel card (Child & Adult) *	16	£ 4.42	£ 331.32	£ 865.85	£ 13,853.59
Private Escort *	2	£ 35.00	£ 2,625.00	£ 5,250.00	£ 5,250.00
Refund of Travel Costs *	4	£ 2.20	£ 165.00	£ 431.20	£ 1,724.80
Direct payment (Petrol) *	1	£ 1.50	£ 112.50	£ 294.00	£ 294.00
Post 16 Bursary	2	£ 1.33	£ 100.00	£ 300.00	£ 300.00
Total	318	£ 64.43	£ 4,931.92	£ 11,017.41	£ 912,065.99
Other Costs (Reimbursement)	n/a	n/a	n/a	£ 500.00	£ 500.00
Salary	1	£ 165.51	£ 12,413.08	£ 32,439.52	£ 32,439.52
Total	1	£ 165.51	£ 12,413.08	£ 32,939.52	£ 32,939.52
Total Cost of LA's Travel Assistance Policy					£ 945,005.51

*Please note that these figures represent the number of families receiving this form of assistance and not the number of children. See table below for a further breakdown

Form of Assistance	Number of Families	Number of Children	As % of total No of children receiving travel assistance
School transport	248	248	71.47%
Bus Pass	45	67	19.31%
Travel card (Child & Adult)	16	20	5.76%
Private Escort	2	3	0.86%
Refund of Travel Costs	4	6	1.73%
Direct payment (Petrol)	1	1	0.29%
Post 16 Bursary	2	2	0.58%
Total Travel Assistance	318	347	100%

**COMMITTED / UNAVOIDABLE GROWTH BID
BUDGET 2013/14- 2016/17**

Item Ref. No:
GRO/ESW/02/14

Table 5: Estimated number of pupils likely to require Travel Assistance from 2013/14 through to 2016/17 School Year

Year Group	Snapshot - November 2013				2013/14 (1st Apr - 31st Mar)				2014/15 (1st Apr - 31st Mar)				2015/16 (1st Apr - 31st Mar)				2016/17 (1st Apr - 31st Mar)			
	Bus Transport	Travel Card	Bus Pass	Total Receiving Transport	Bus Transport	Travel Card	Bus Pass	Total Receiving Transport	Bus Transport	Travel Card	Bus Pass	Total Receiving Transport	Bus Transport	Travel Card	Bus Pass	Total Receiving Transport	Bus Transport	Travel Card	Bus Pass	Total Receiving Transport
Year 6 Pupils - 1 term from previous academic year					10	1		11	13	1	1	15	14	2	2	18	22	1	2	25
Reception	6	1	3	10	14	1	3	18	0	0	0	0	0	0	0	0	0	0	0	0
Year 1	16	3	14	33	16	3	14	33	14	1	3	18	0	0	0	0	0	0	0	0
Year 2	25	2	3	30	25	2	3	30	16	3	14	33	14	1	3	18	0	0	0	0
Year 3	52	2	13	67	52	2	13	67	25	2	3	30	16	3	14	33	14	1	3	18
Year 4	67	2	5	74	67	2	5	74	52	2	13	67	25	2	3	30	16	3	14	33
Year 5	43	2	4	49	43	2	4	49	67	2	5	74	52	2	13	67	25	2	3	30
Year 6	39	2	3	44	39	2	3	44	43	2	4	49	67	2	5	74	52	2	13	67
Year 10		1		1		1		1												
Year 11		1		1		1		1		1		1								
Total	248	16	45	309	266	17	45	328	230	14	43	287	188	12	40	240	129	9	35	173
Total Cost	£ 858,480.00	£ 13,853.59	£ 32,163.60	£ 904,497.19	£ 920,789.03	£ 14,719.44	£ 32,163.60	£ 967,672.08	£ 796,170.97	£ 12,121.89	£ 30,734.11	£ 839,026.97	£ 650,783.23	£ 10,390.20	£ 28,589.87	£ 689,763.29	£ 447,701.94	£ 7,504.03	£ 24,777.88	£ 479,983.85
Other Form of Assistance	£ 2,522.93	£ 2,522.93	£ 2,522.93	£ 7,568.80	£ 2,522.93	£ 2,522.93	£ 2,522.93	£ 7,568.80	£ 2,522.93	£ 2,522.93	£ 2,522.93	£ 7,568.80	£ 2,522.93	£ 2,522.93	£ 2,522.93	£ 7,568.80	£ 2,522.93	£ 2,522.93	£ 2,522.93	£ 7,568.80
Other Costs (Reimbursement & Salary)	£ 10,979.84	£ 10,979.84	£ 10,979.84	£ 32,939.52	£ 10,979.84	£ 10,979.84	£ 10,979.84	£ 32,939.52	£ 10,979.84	£ 10,979.84	£ 10,979.84	£ 32,939.52	£ 10,979.84	£ 10,979.84	£ 10,979.84	£ 32,939.52	£ 10,979.84	£ 10,979.84	£ 10,979.84	£ 32,939.52
Total Projection				£ 945,005.51				£ 1,008,180.40				£ 879,535.29				£ 730,271.61				£ 520,492.17
Cost per term (Three terms)	£ 290,660.92	£ 9,118.79	£ 15,222.12	£ 315,001.84	£ 311,430.60	£ 9,407.41	£ 15,222.12	£ 336,060.13	£ 269,891.25	£ 8,541.56	£ 14,745.63	£ 293,178.43	£ 221,428.67	£ 7,964.32	£ 14,030.88	£ 243,423.87	£ 153,734.90	£ 7,002.27	£ 12,760.22	£ 173,497.39

**COMMITTED / UNAVOIDABLE GROWTH BID
BUDGET 2014/15- 2016/17**

Item Ref. No:
GRO/ESW/03/14

TITLE OF ITEM: Discretionary Awards Post 16

DIRECTORATE: Children, Schools and Families

SERVICE AREA: G26 School Improvement Secondary **LEAD OFFICER:** Di Warne

FINANCIAL INFORMATION:

	Contingency / Budget allocation	Bid (Base is 2013/14 Budget)		
	2013/14 £'000	2014/15 £'000	2015/16 £'000	2016/17 £'000
Employees (FTE)				
Employee Costs				
Other Costs	410	-138	-272	
Income				
To Reserves	-410	+138	+272	
TOTAL	0	0	0	

*Committed growth agreed on an annual basis, therefore future years are included as indicative figures to aid medium term financial planning

DESCRIPTION & JUSTIFICATION

Growth Calculation: In May 2013, Cabinet agreed to extend the Mayor's Educational Allowance from its original planned two academic year duration for a third year. This takes the initiative through to the summer term of 2014 and into 2014/15 financial year.

The costs are on the basis of the estimated take-up for 2 payments of £200 per academic year, plus £40k admin per year as set out below.

Financial year	2011/12	2012/13		2013/14		2014/15		Total
	Jan-12 Actual 11/12 ay	Apr-12 Actual 11/12 ay	Jan-13 Provisional 12/13 ay	Apr-13 Estimated 12/13 ay	Jan-14 Estimated 13/14 ay	Apr-14 Estimated 13/14 ay	Jan-15 Estimated	
Total eligible	650	889	1,050	1,050	1,750	1,750		
Admin cost	£0.020m	£0.020m	£0.020m	£0.020m	£0.020m	£0.020m		
Total cost (ie eligible x £200 per instalment)	£0.150m	£0.198m	£0.230m	£0.230m	£0.350m	£0.350m		
Revised Financial Year cost	£0.150m	£0.428m		£0.502m		£0.272m		£1.352m

**COMMITTED / UNAVOIDABLE GROWTH BID
BUDGET 2014/15- 2016/17**

**Item Ref. No:
GRO/ESW/03/14**

1.	RISKS AND IMPLICATIONS:
<p>Why is this expenditure inescapable and what are the consequences/ risks if funding is not approved? If it is demand-led provide details of the increase in client numbers and the basis of any projections.</p>	
<p>Educational attainment has risen to above national averages at GCSE. Improvements at post 16 have reached national norms. The reduction in the government's funding support post-16 will have a further detrimental effect on the ability of young people to remain in education. Without Discretionary Funding students from low income families struggle to support their needs for basic subsistence, travel, and ability to purchase learning materials and specialist equipment.</p> <p>Educational improvement at all levels and the ability to secure employment in the future is a Strategic Priority</p> <p>The decision of central government to end the EMA scheme and replace it with a targeted support scheme will have a serious financial impact on students in school sixth forms and FE colleges who could have expected an EMA of £30 per week in the 2011/12 academic year.</p> <p>Transitional arrangements have been put into place by the Young Peoples Learning Agency (YPLA) to compensate students who received an EMA in 2009/10 of any value or an EMA of £30 in the 2010/11 academic. These students will continue to receive a weekly payment in lieu of their EMA, but this ceases from the start of academic year 2012/13.</p> <p>On the financial risks, the costs are driven by the numbers of eligible students. Overall numbers of eligible students cannot be guaranteed from year to year. Original estimates of eligible students have proven to be too generous in the first year. Improvements or changes to the attendance criteria (95%) would mean that many more individuals would be eligible for payment.</p>	
2	VALUE FOR MONEY/EFFICIENCY
<p>Provide evidence that the proposed expenditure will offer value for money. Where the expenditure is additional to existing budgetary provision for this service, evidence should also be provided of the value for money of the base provision. Evidence should be drawn from BVPIs, unit costs comparisons, benchmarking exercises or audit/ inspection judgements</p>	
<p>The 16-19 FE Award would be a grant scheme aimed at long term residents of Tower Hamlets who would have received a £30 EMA if the scheme had continued and who are not eligible for a weekly payment under the YPLA's transitional arrangements for continuing students.</p> <p>Students would be required to be settled in the UK/EEA and to have lived in Tower Hamlets for three years before the start of the course.</p> <p>The 16-19 FE Award will only be considered where a student's household income is less than £20,871 in the 2010/11 financial year.</p> <p>The award will consist of two payments of £200 paid to the student in the Spring and Summer terms. The supposition is that students will receive any YPLA support they are entitled to in the Autumn term.</p> <p>The release of payments will be triggered by a positive indication from a school or college that a student has reached accepted levels of attendance, and progress towards their targets.</p>	

**ACCELERATING DELIVERY – CABINET KEY PRIORITIES
ONE OFF SPENDING PROPOSALS**

**Item Ref. No:
ACC/ESW/01/15**

PART 1:		
TITLE OF ACCELERATED DELIVERY INITIATIVE:	Mayor's Higher Education Bursary	
COMMUNITY PLAN THEME:		
PRIORITY: (identify which)	Education	
DIRECTORATE:	Education, Social Care and Wellbeing	
SERVICE AREA:	School Improvement Secondary (G26)	LEAD OFFICER: Di Warne
SHORT DESCRIPTION OF ACTIVITY PROPOSED:		
<p>It is proposed to award bursaries of £1,500 each to 400 young people to assist with the cost of attending colleges and universities providing designated course of higher education.</p> <p>It is estimated that the administrative costs associated with this initiative will cost around 5% of the award itself (i.e. beyond the £1,500).</p>		
FINANCIAL INFORMATION:		
Please give an indication of financial requirements to deliver the proposed acceleration. If this will be delivered within existing budgets, please indicate 'nil'.		
	Resource requirements	
	2015/16 £000	2016/17 £000
	Revenue	
	- General Fund	630
- HRA	-	-
Capital		
	630	0

**ACCELERATING DELIVERY – CABINET KEY PRIORITIES
ONE OFF SPENDING PROPOSALS**

**Item Ref. No:
ACC/ESW/01/15**

KEY DECISIONS ON MOBILISATION : Please indicate proposed approach to decision making on mobilisation of new initiative	
Cabinet Decision (Only required for 2015/16 expenditure proposals and those requiring early decision in order to be implemented in 2016/17).	Y Likely Cabinet for decision February 2015 making/announcement:
Add-on to existing service or contract	Y Date effective from/to: September 2015 until August 2016 (1 Academic Year)
Participatory Budgeting exercise	N Indicative date:
Other	Budget allocation to be agreed as part of budget setting for 2015/16 financial year with a fully worked scheme to be considered by Cabinet in February 2015 for operation thereafter for a One - academic year period covering study from September 2015.

OUTLINE TIMESCALE FOR DELIVERY	
Decision and/or resource allocation by:	February 2015
Mobilisation – initiative underway by:	June 2015
Key delivery milestones	
By November 2015	Funding identified
By February 2015	Operational policy agreed by Cabinet
By September 2015	Initial bursary awards made
By August 2016	Scheme complete.

DELIVERY RISKS Please indicate any risks which may delay or prevent delivery and mitigating measures to be taken	
Risk identified	Mitigating action
There is a risk that not enough young people will apply and meet the qualifying criteria	The scheme will be designed with criteria that enable enough young people to apply A publicity campaign will ensure applications are encouraged

**ACCELERATING DELIVERY – CABINET KEY PRIORITIES
ONE OFF SPENDING PROPOSALS**

**Item Ref. No:
ACC/ESW/01/15**

PART 2: Only required if additional resources required

NB FOR CAPITAL EXPENDITURE SCHEMES, A CAPITAL TEMPLATE SHOULD ALSO BE PROVIDED

ADDITIONAL OUTPUTS TO BE DELIVERED – these must be additional to those already planned for delivery with existing budgets

Description of Output (New homes, Security Cameras, Youth Workers)	Additional by end March 2015	Additional by Sept 2015	Additional by March 2016
Young people supported in taking designated courses of higher education.		400	

OUTCOMES IN PRIORITY AREAS Describe what outcomes this expenditure would achieve in relation to the priority area and set out the uplift which can be expected in key targets

Description of outcomes proposed:

The bursary will encourage more young people to enter higher education.

Strategic Indicator (Council Strategic Indicator)	Current target 2014/15	Target with 14/15 additional spend	Current target 2015/16	Target 15/16 with additional spend

VALUE FOR MONEY/EFFICIENCY

Provide evidence that the proposed expenditure will offer value for money, e.g.

- unit cost comparisons of proposed provision

Where existing provision is being extended

- cost/performance benchmarking of existing provision which is to be extended
- internal/external evaluation of existing provision to be extended

Where proposed provision is new /innovative

- evidence/rationale for effectiveness and value for money of approach proposed

There is evidence that changes in the funding regime for higher education (HE), including the increase in tuition fees, are resulting in a reduction in entrants to universities and colleges providing higher education courses. Providing additional support will increase the number of entrants to HE and therefore improve employability prospects for young people. This in turn will reduce reliance on the welfare state and have economic benefits.

The final scheme will take account of value for money considerations, by targeting funding appropriately, managing the scheme efficiently and ensuring that the criteria used support the Authority's policy aspirations.

**ACCELERATING DELIVERY – CABINET KEY PRIORITIES
ONE OFF SPENDING PROPOSALS**

**Item Ref. No:
ACC/ESW/02/15**

PART 1:		
TITLE OF ACCELERATED DELIVERY INITIATIVE:	Mayor's Education Award (formerly Discretionary Awards Post 16)	
COMMUNITY PLAN THEME:		
PRIORITY: (identify which)	Education	
DIRECTORATE:	Education, Social Care and Wellbeing	
SERVICE AREA:	School Improvement Secondary (G26)	
LEAD OFFICER:	Di Warne	
SHORT DESCRIPTION OF ACTIVITY PROPOSED:		
<p>The July 2014 Cabinet approved the extension of the Mayor's Education Award (MEA) for an additional academic year.</p> <p>The Mayor's Education Award will be £400 p.a. per individual to be delivered in two instalments, one in the Spring Term and one in the Summer Term, both instalments consisting of £200.</p> <p>Awards will only be considered for students with a household income of up to £20,817 in the 2014/15 tax year.</p> <p>The budget for the 16-19 MEA award is cash limited. Therefore, the Directorate reserves the right to refuse any application made under this policy on the grounds that sufficient funds are not available.</p>		
FINANCIAL INFORMATION:		
Please give an indication of financial requirements to deliver the proposed acceleration. If this will be delivered within existing budgets, please indicate 'nil'.		
	Resource requirements	
	2015/16 £000	2016/17 £000
	Revenue	
	- General Fund	370
- HRA	-	-
Capital	370	0

**ACCELERATING DELIVERY – CABINET KEY PRIORITIES
ONE OFF SPENDING PROPOSALS**

**Item Ref. No:
ACC/ESW/02/15**

KEY DECISIONS ON MOBILISATION : Please indicate proposed approach to decision making on mobilisation of new initiative	
Cabinet Decision (Only required for 2015/16 expenditure proposals and those requiring early decision in order to be implemented in 2016/17).	Y Likely Cabinet for decision February 2015 making/announcement:
Add-on to existing service or contract	Y Date effective from/to: September 2015 until August 2016 (1 Academic Year)
Participatory Budgeting exercise	N Indicative date:
Other	Budget allocation to be agreed as part of budget setting for 2015/16 financial year with a fully worked scheme to be considered by Cabinet in February 2015 for operation thereafter for a One - academic year period covering study from September 2015.

OUTLINE TIMESCALE FOR DELIVERY	
Decision and/or resource allocation by:	February 2015
Mobilisation – initiative underway by:	June 2015
Key delivery milestones	
By November 2015	Funding identified
By February 2015	Operational policy agreed by Cabinet
By September 2015	Initial bursary awards made
By August 2016	Scheme complete.

DELIVERY RISKS Please indicate any risks which may delay or prevent delivery and mitigating measures to be taken	
Risk identified	Mitigating action
There is a risk that not enough young people will apply and meet the qualifying criteria	The scheme will be designed with criteria that enable enough young people to apply A publicity campaign will ensure applications are encouraged
There is also a potential risk that the scheme will be oversubscribed	The budget for 16-19 MEA award is cash limited. Therefore, the Directorate reserves the right to refuse any application made under this policy on the grounds that sufficient funds are not available.

**ACCELERATING DELIVERY – CABINET KEY PRIORITIES
ONE OFF SPENDING PROPOSALS**

**Item Ref. No:
ACC/ESW/02/15**

PART 2: Only required if additional resources required

NB FOR CAPITAL EXPENDITURE SCHEMES, A CAPITAL TEMPLATE SHOULD ALSO BE PROVIDED

ADDITIONAL OUTPUTS TO BE DELIVERED – these must be additional to those already planned for delivery with existing budgets

Description of Output (New homes, Security Cameras, Youth Workers)	Additional by end March 2015	Additional by Sept 2015	Additional by March 2016
Young people supported in taking designated courses of higher education.		875	

OUTCOMES IN PRIORITY AREAS Describe what outcomes this expenditure would achieve in relation to the priority area and set out the uplift which can be expected in key targets

Description of outcomes proposed:

The bursary will encourage more young people to enter higher education.

Strategic Indicator (Council Strategic Indicator)	Current target 2014/15	Target with 14/15 additional spend	Current target 2015/16	Target 15/16 with additional spend

VALUE FOR MONEY/EFFICIENCY

Provide evidence that the proposed expenditure will offer value for money, e.g.

- unit cost comparisons of proposed provision

Where existing provision is being extended

- cost/performance benchmarking of existing provision which is to be extended
- internal/external evaluation of existing provision to be extended

Where proposed provision is new /innovative

- evidence/rationale for effectiveness and value for money of approach proposed

**ACCELERATING DELIVERY – CABINET KEY PRIORITIES
ONE OFF SPENDING PROPOSALS**

**Item Ref. No:
ACC/ESW/02/15**

The Mayor's Education Award would be a grant scheme aimed at long term residents of Tower Hamlets who would have received a £30 EMA if the scheme had continued and who are not eligible for a weekly payment under the YPLA's transitional arrangements for continuing students.

Students would be required to be settled in the UK/EEA and to have lived in Tower Hamlets for three years before the start of the course.

Awards will only be considered for students with a household income of up to £20,817 in the 2014/15 tax year.

The award will consist of two payments of £200 paid to the student in the Spring and Summer terms. The supposition is that students will receive any YPLA support they are entitled to in the Autumn term.

The release of payments will be triggered by a positive indication from a school or college that a student has reached accepted levels of attendance, and progress towards their targets.

**ACCELERATING DELIVERY – CABINET KEY PRIORITIES
ONE OFF SPENDING PROPOSALS**

**Item Ref. No:
ACC/ESW/03/15**

PART 1:			
TITLE OF ACCELERATED DELIVERY INITIATIVE:	Free School Meals for Year 3 to Year 6 Pupils		
COMMUNITY PLAN THEME:	A healthy and supportive community		
PRIORITY: (identify which)	Education		
DIRECTORATE:	Education Social Care and Wellbeing		
SERVICE AREA:	ESCW Resources	LEAD OFFICER:	Kate Bingham
SHORT DESCRIPTION OF ACTIVITY PROPOSED:			
<p>43% of the Tower Hamlets primary school population is eligible for statutory free school meals. Since September 2014 the Department for Education (DfE) Universal Infant Free School Meals (UIFSM) scheme funded from specific grant has provided a free school meal for Reception to Year 2 pupils who were not otherwise eligible. A local initiative had provided a free school meal for Reception and Year 1 pupils who are not otherwise eligible prior to the DfE scheme.</p> <p>In March 2014 a Mayoral decision was taken to introduce a new local scheme from September 2014 – July 2015 (one academic year) to provide free school meals for all Year 3 – Year 6 pupils who are not otherwise eligible. The budgeted cost of this proposal is £2.675m for one academic year. This proposal looks to extend this for a further academic year from September 2015 – July 2016.</p>			
FINANCIAL INFORMATION:			
Please give an indication of financial requirements to deliver the proposed acceleration. If this will be delivered within existing budgets, please indicate 'nil'.			
	Resource requirements		
	2015/2016 £000	2016/2017 £000	2017/2018 £000
	Revenue		
	- General Fund	1,783	892
- HRA			
Capital	1,783	892	

**ACCELERATING DELIVERY – CABINET KEY PRIORITIES
ONE OFF SPENDING PROPOSALS**

**Item Ref. No:
ACC/ESW/03/15**

KEY DECISIONS ON MOBILISATION : Please indicate proposed approach to decision making on mobilisation of new initiative	
Cabinet Decision (Only required for 2015/16 expenditure proposals and those requiring early decision in order to be implemented in 2014/15).	Y Cabinet for decision 4 th February 2015.
Add-on to existing service or contract	Y Date effective from/to: September 2015 to July 2016
Participatory Budgeting exercise	No
Other	No

OUTLINE TIMESCALE FOR DELIVERY	
Decision and/or resource allocation by:	February/March 2015
Mobilisation – initiative underway by:	September 2015
Key delivery milestones	
By July 2015	Scope, eligibility and associated processes communicated to all stakeholders (families, schools and meals providers).
By September 2015	Discretionary FSM arrangements (3 to 6 year olds continue)
By July 2016	Initiative ends

DELIVERY RISKS Please indicate any risks which may delay or prevent delivery and mitigating measures to be taken	
Risk identified	Mitigating action
Actual take up will vary, depending on overall pupil numbers in these year-groups and parental preference.	Budget provision has been set on the basis of 87% of those pupils in Reception and Year 1 who are not currently eligible for a free school meal taking up the offer. Variations in actual take-up will be monitored and adjustments to funding will be managed across the Education Social Care and Wellbeing budget.
Claims for variations to the scheme may come from Tower Hamlets residents going to school in other boroughs, or from parents who want the cash for packed lunches, or from independent schools in the borough, or from full-time nursery pupils in other settings. Any of these changes increases the administration and cost of the initiative.	The scope of the exercise is unambiguous. It only applies to: <ul style="list-style-type: none"> • all LBTH maintained schools, or • academies and free schools physically located in Tower Hamlets; where registered pupils in Year 3 to 6, who are not eligible for free school meals under the mandatory scheme, are provided with a free school meal at a rate of £2.30 per meal. All communications on the issue will work to these principles.

**ACCELERATING DELIVERY – CABINET KEY PRIORITIES
ONE OFF SPENDING PROPOSALS**

**Item Ref. No:
ACC/ESW/03/15**

PART 2: Only required if additional resources required

NB FOR CAPITAL EXPENDITURE SCHEMES, A CAPITAL TEMPLATE SHOULD ALSO BE PROVIDED

ADDITIONAL OUTPUTS TO BE DELIVERED – these must be additional to those already planned for delivery with existing budgets

Description of Output (New homes, Security Cameras, Youth Workers)	Additional by end March 2015	Additional by Sept 2015	Additional by March 2016
Additional Free school meals		2,345	2,345

OUTCOMES IN PRIORITY AREAS Describe what outcomes this expenditure would achieve in relation to the priority area and set out the uplift which can be expected in key targets

Description of outcomes proposed:

22% of children in Tower Hamlets do not have a school meal, opting instead for packed lunches of varying nutritional standard. The high levels of poverty in Tower Hamlets, and likely impact of welfare reform, increase the risk of poor nutrition. This proposal will contribute to addressing this issue by increasing the uptake of school meals delivered to school food nutrient- based standards.

Increasing the uptake of meals will contribute to our strategy to address high levels of childhood obesity as recommended by the Foresight Report and NICE guidance. Research shows that provision of a hot meal delivered to school food nutrient-based standards at lunchtime has a significant positive impact on attainment with pupils in areas where this has been piloted making between four and eight weeks' more progress than similar pupils in comparison areas. This translates into 1.9% improvement in the proportion of pupils achieving level 2 in reading at the end of Key Stage 1. The improvements were strongest amongst those pupils from less affluent families.

It is not possible to link this improvement to strategic indicators over the next two years although there is a possible impact over the longer term on the proportion of children achieving Level 4 or above at Key Stage 2. Based on experience in pilot areas this should be in the region of 4 percentage points in English and 5.5 percentage points in maths during financial year 2019-20.

VALUE FOR MONEY/EFFICIENCY

Provide evidence that the proposed expenditure will offer value for money, e.g.

- unit cost comparisons of proposed provision

Where existing provision is being extended

- cost/performance benchmarking of existing provision which is to be extended
- internal/external evaluation of existing provision to be extended

Where proposed provision is new /innovative

- evidence/rationale for effectiveness and value for money of approach proposed

Authorities that have piloted this approach found that compared to some other interventions the universal provision of a free school meal to primary pupils was a more cost effective way of improving attainment. The estimated cost per 1 percentage point increase in attainment at Key Stage 1 was £120 per pupil per year, and at Key Stage 2 £40-60 per pupil per year. The Department for Education's evaluation of free school meal pilots (2010) found that this is cheaper for the same level of improvement than some other interventions, for example 'Every Child a Reader.' It was however found to be more expensive than some other interventions, although the potential health benefits may compensate for this.

**COMMITTED / UNAVOIDABLE GROWTH BID
BUDGET 2015/16- 2017/18**

Item Ref. No:
GRO/CLC/01/15

TITLE OF ITEM:	Freedom Pass		
DIRECTORATE:	Communities, Localities and Culture		
SERVICE AREA:	Public Realm	LEAD OFFICER:	Jamie Blake

FINANCIAL INFORMATION:				
	Contingency / Budget allocation	Bid (Base is 2014/15 Budget)		
	2014/15 £'000	2015/16 £'000	2016/17 £'000	2017/18 £'000
Employees (FTE)				
Employee Costs				
Other Costs	8,961	402	440	468
Income				
To Reserves				
TOTAL		402	440	468

*Committed growth agreed on an annual basis, therefore future years are included as indicative figures to aid medium term financial planning

DESCRIPTION & JUSTIFICATION

The Freedom Pass scheme provides free travel on public transport for pass holders over 60 and registered as disabled throughout London. The scheme is administered by London Councils and decisions on apportioning the costs of the scheme between boroughs are made by Members of London Councils' Transport & Environment Committee.

London Councils manage the negotiation of the Freedom Pass settlement with TfL and the allocation process between all the London Boroughs of their respective budget contributions to TfL. The methodology for this is as follows :-

1. TfL state the overall Freedom Pass cost for London
2. London Councils receive a DfT grant towards Freedom Passes (about 11% of total cost)
3. The DfT grant is then deducted from the total cost to calculate the cost payable by Boroughs towards the scheme.

London Councils has in the past apportioned the deficit to boroughs based on usage data (bus and underground) in proportion to Relative Needs Formula.

In December 2013 London Councils' Transport & Environment Committee revised the method of apportionment to move away from the 'Relative Needs Formula' to one based wholly on usage.

The schedule produced by London Councils will be re-based to show the contribution required by LBTH in 2015/16 which is confirmed at £9.363m, an increase of £0.402m on the 2014/15 figure. London Councils settlement was approved at the London Councils Leaders' Committee on the 9th December 2014, and the updated schedules circulated to boroughs providing the details of the impact for each individual authority.

**COMMITTED / UNAVOIDABLE GROWTH BID
BUDGET 2015/16- 2017/18**

**Item Ref. No:
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Growth Calculation: [Use this box to illustrate the empirical assumptions built into this bid and how they relate to historic/ developing trends]
Calculations are based on the schedule of contributions provided by London Councils which reflect the factors highlighted in the section below.

NOTE

1. TFL settlement does not include the cost of the am journeys
2. Bus, Tram, Underground and DLR costs are apportioned by respective usage.
3. London Overground and National Rail costs are apportioned as 70% by the respective usage and 30% by the the proportion of 2013/14 Formula Funding.
4. Non TFL buses and reissue elements are apportioned by proportion of the 2013/14 Formula Funding allocated to boroughs (as calculated by Central Government)

1. RISKS AND IMPLICATIONS:

Why is this expenditure inescapable and what are the consequences/ risks if funding is not approved? If it is demanded provide details of the increase in client numbers and the basis of any projections.

The Council is bound to pay a contribution to the Freedom Pass scheme and may not legally withdraw from the scheme. The apportionment methodology is determined by the Boroughs working through London Councils.

The settlement confirmed in December 2014 provides the information on what the Authority's 2015/16 contribution will be based on. The figures provided for in this growth bid for future years reflect the same assumptions as per the current regime this will be subject to change once further information is available from London Councils

Other work currently being undertaken on demographic and social changes within the Borough indicate that the Authority has an increasing population which may mean an increased demand for freedom passes. It should be noted therefore that further re-basing exercises undertaken by London Councils moving away from RNF to usage could mean that the Authority's contributions will again rise (comparative to other local authorities) in future years.

2 VALUE FOR MONEY/EFFICIENCY

Provide evidence that the proposed expenditure will offer value for money. Where the expenditure is additional to existing budgetary provision for this service, evidence should also be provided of the value for money of the base provision. Evidence should be drawn from BVPIs, unit costs comparisons, benchmarking exercises or audit/ inspection judgements

The Authority has no individual control over the amount of money levied upon it to fund the Freedom Pass scheme. Arguably the Freedom Pass scheme represents value for money in offering enhanced mobility to traditionally less mobile members of the community and enhances sustainable travel by encouraging the use of public transport.

**COMMITTED / UNAVOIDABLE GROWTH BID
BUDGET 2015/16- 2017/18**

Item Ref. No:
GRO/CLC/02/15

TITLE OF ITEM: Waste Collection and Treatment

DIRECTORATE: Communities, Localities and Culture

SERVICE AREA: Public Realm

LEAD OFFICER:
Jamie Blake

FINANCIAL INFORMATION:

	Contingency / Budget allocation	Bid (Base is 2014/15 Budget)		
	2014/15 £'000	2015/16 £'000	2016/17 £'000	2017/18 £'000
Employees (FTE)				
Employee Costs				
Other Costs	16,046	1,978	481	257
Income				
To Reserves				
TOTAL	16,046	1,978	481	257

*Committed growth agreed on an annual basis, therefore future years are included as indicative figures to aid medium term financial planning

DESCRIPTION & JUSTIFICATION

In the 3 year period 2015/16 to 2017/18 waste collection and treatments costs will increase due to growth in the quantity of Municipal Waste brought about by the economic recovery gaining momentum along with the anticipated growth in the housing stock within the borough (and associated growth in the population).

NB A sample check of the waste tonnages in November 2014 has been undertaken and the growth rate is currently 4.7%. This assumption is reflected in the calculations for 2015/16 onwards.

The details are set out below:

Growth in Waste Treatment and Disposal Costs

The Council currently has contracts in place for the treatment and disposal of waste and recyclable materials that utilise spare operating capacity at existing waste facilities within and around London. The Council's residual Municipal Waste and Other wastes (organic and healthcare waste) are managed through a contract with Veolia, which will run until 2017.

The sorting of the Council's dry recyclable material will be managed by a new contractor from February 2015. The current contract with Viridor expires at the end of January 2015.

The basis of the calculations is that these services are charged on a unit rate basis per tonne of waste treated or disposed of and therefore the budget provision for 2015/16 has been calculated on the basis of the quantity of waste that is to be treated and disposed of during 2014/15.

There are two main factors that influence the quantity of Municipal Waste generation, economic

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BUDGET 2015/16- 2017/18**

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prosperity and growth in the housing stock within an area. The economic recovery has already started to influence increases in waste generation in Tower Hamlets and will continue to do so as the economy recovers further and GDP rises over the coming years.

In relation to housing stock growth, the 2011 Census data and Tower Hamlets Planning for Population Growth Model indicate that in the 10 year period from 2011 to 2021, the number of housing units within the borough will increase by 32%. This increase, and associated population growth, will add to the waste growth brought about by the economic recovery. As a result, additional budget provision will be required to manage the increasing tonnages of Municipal Waste produced.

Set out below is a breakdown of the cost elements for these 3 main fractions of the Municipal Waste:

Municipal Residual Waste:

The estimated tonnage of residual waste in 2014/15 is 93,725 tonnes

Year	Estimated Residual Waste Growth (Tonnes)	Cost per Tonne (£)	Cost of Growth (£)
2015/16	4405.09	£97	£427,294
2016/17	4612.13	£99	£456,601
2017/18	4828.90	£102	£492,548

Dry Recycling:

The current contract expires 31st January 2015 where the council receives a level of income for dry recycling. The new contract commences 1st February 2015 and the council is now expected to pay, especially as there is a growing trend in the volume of non-conforming and contaminated waste that attracts higher tonnage costs.

The growth requirement in 2015/16 is the differential between the old and new contract. The annual cost is calculated on the basis of 14,400 tonnes delivered to the MRF per annum. Based on the legislative changes the level of non-conforming and contaminated waste levels are expected to increase as more stringent checks are undertaken, therefore it is prudent that the assumption is made that 25% of all tonnage will be rejected. In addition to the tonnage calculation a contingency sum of £262,000 has been provided for in years 2015/16 and 2016/17 to take account of the current economic factors in the market for Recyclates where the rate has reverting back to the pre 2011/12.

Year	Tonnage	Cost per Tonne (£)	Cost of Growth (£)
2015/16 (includes 4.7% waste growth)	9300 and 3100	£90 and £147	£1,292,700
2016/17 (Rejected waste - growth on previous year only)	169.200	£85	£14,382
2017/18 (Rejected waste - growth on previous year only)	177.143	£85	£15,057

Other Wastes (Organic wastes and healthcare waste):

Year	Tonnage (combined, difference)	Cost per Tonne (£)	Cost of Growth (£)
2015/16	100.69	Various rates apply	£9,646
2016/17	105.41	Various rates apply	£10,301
2017/18	110.37	Various rates apply	£11,016

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Additional Cost of Waste Collection

From 2015/16 the increase in the quantity of municipal waste requiring collection will be greater than the capacity provided by the existing collection arrangements. In order for the Council to continue to discharge its statutory obligations as a waste collection authority it will be necessary to implement an additional collection round (vehicle and labour).

1 x additional collection round £250,000

Growth Calculation: [Use this box to illustrate the empirical assumptions built into this bid and how they relate to historic/ developing trends]

A number of assumptions have been made in calculating the funding required:

- that the Council's expectation of having zero waste direct to landfill from 2014/15, incurring no additional costs for the increase in Landfill Tax, will be realised
- the additional residual waste will be managed through Veolia waste treatment facilities
- that the growth is based on the actual tonnages being realised in 2014/15 and will continue at that rate.
- it is known that the markets for recyclable materials have dropped significantly since the Council current MRF contract was put in place and that Local Authorities are once again being charged a processing fee for dry recyclable materials.
- that the gate fee price for processing the Council's dry recycling is based on the new contract and the current rate of non-conforming loads and contaminated materials.

1. RISKS AND IMPLICATIONS:

Why is this expenditure inescapable and what are the consequences/ risks if funding is not approved? If it is demanded provide details of the increase in client numbers and the basis of any projections.

The Council has a statutory obligation to treat and dispose of the Municipal Waste that is generated within the borough and the quantity of Municipal Waste will increase year on year with the growth in the number of housing units and associated population increase. Because the services for waste treatment and disposal are charged for on a per tonne basis the cost associated with the growth in the quantity of Municipal Waste is inescapable.

There are a number of variables that could have an impact on the waste treatment and disposal budget:

- the scale of the economic recovery increases the average amount of waste produced per property beyond the level that has been anticipated for the calculations
- that Veolia owned waste treatment facilities do not have sufficient spare capacity to accommodate the additional waste and Veolia need to seek alternative 3rd party facilities at a higher gate fee price.
- the percentage of non-conforming loads and contaminated material, which are at a higher rate, is beyond the level projected.
- the Council continuing to use landfill from 2014/15 incurring additional costs for landfill tax.

The bid for 2017/18 is indicative as it is based on the current contracts. The retendered waste contracts will commence during 2017/18 at which time the impacts on growth and budgets will be reassessed and confirmed.

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2 | VALUE FOR MONEY/EFFICIENCY

Provide evidence that the proposed expenditure will offer value for money. Where the expenditure is additional to existing budgetary provision for this service, evidence should also be provided of the value for money of the base provision. Evidence should be drawn from BVPIs, unit costs comparisons, benchmarking exercises or audit/inspection judgements

The Council has made significant strides in mitigating the costs of waste treatment and disposal by diverting waste from landfill disposal to other forms of waste treatment and reducing exposure to the increases in Landfill Tax with the cost per tonne for alternative treatment in 2014/15 being £95 per tonne. The current equivalent per tonne cost for residual waste to landfill (including Landfill Tax) within the Veolia contract is £161.50 in 2014/15.

In addition, the Council's contracts for waste treatment and disposal services have been procured through open competition under OJEU and through partnership working with the Council's contractors competitive gate fee prices have been secured at a range of existing waste treatment facilities within and around London.

The predicted growth in the number of housing units within the borough and the associated growth in population will however lead to a growth in the amount of Municipal Waste that will be generated within the borough, the additional cost of which will be inescapable

**COMMITTED / UNAVOIDABLE GROWTH BID
BUDGET 2015/16- 2017/18**

Item Ref. No:
GRO/CLC/03/15

TITLE OF ITEM:	Kobi Nazrul Centre		
DIRECTORATE:	CLC		
SERVICE AREA:	Arts Parks and Events	LEAD OFFICER:	Stephen Murray

	Contingency / Budget allocation	Bid (Base is 2014/15 Budget)		
	2014/15 £'000	2015/16 £'000	2016/17 £'000	2017/18 £'000
Employees (FTE)		2	2	2
Employee Costs		75		
Other Costs		25		
Income				
To Reserves				
TOTAL		100		

*Committed growth agreed on an annual basis, therefore future years are included as indicative figures to aid medium term financial planning

DESCRIPTION & JUSTIFICATION

The proposal is to enable the development of the Kobi Nazrul centre as a cultural resource by creating two new posts along with programming and marketing budgets.

The Kobi is currently booked and managed via a joint arrangement with the Brady Centre. There is occasional project based work taking place there, such as the rehearsals for Bengali Drama Season, supported by our Arts development officer but this is fairly limited in scope. Whilst it has no dedicated resource of its own the Kobi Nazrul Centre will struggle to reach its full potential in providing an arts and cultural programme to residents and support individuals and groups attempting to enter the professional creative market. The centre currently receives no external funding but by increasing the level of activity and number of partnerships with local arts organisations it would make grant funding a more viable proposition.

The associated increase in levels of activity and usage of the building will result in additional running costs for heating, lighting and cleaning etc. However this will be covered off by an increase in income generated through hire of spaces made possible by staff resource created.

Growth Calculation: [Use this box to illustrate the empirical assumptions built into this bid and how they relate to historic/ developing trends]

Two key aspects of growth in cultural provision impacting on the local economy are:

- Visitor spend
- Job creation

The Arts and Cultural sector in London is a major part of the city's economy. GLA report Creating Artists Work Spaces 2014 estimates creative sector is worth £21 billion per annum and that one in six new jobs created in London is within the creative sector.

**COMMITTED / UNAVOIDABLE GROWTH BID
BUDGET 2015/16- 2017/18**

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City of London commissioned economic research in Jan 2013 estimated a net contribution of £225 million per annum and 6,700 jobs relating to the creative sector. Average spend from overseas visitors to cultural institutes £50.42 per head. Visitors from other parts of Britain £27.18 per head.

Tower Hamlets cannot compare with the City of London in terms of its institutions but there are still clear economic benefits from its cultural sector and even a small centre such as the Kobi Nazrul can make an impact if developed. As a centre for Bengali Arts and Culture it has the potential to attract a niche audience that other London attractions don't cater for and over time has the potential for becoming a centre of excellence that would bring an audience from across Britain and further afield. An example of this is the growing programme around the Bengalis Drama season which now attracts entries from outside London and brings an audience from a wider catchment area as a result.

1. RISKS AND IMPLICATIONS:

Why is this expenditure inescapable and what are the consequences/ risks if funding is not approved? If it is demanded provide details of the increase in client numbers and the basis of any projections.

The Kobi Nazrul Centre is located on Hanbury Street in Spitalfields. It is evident to local people that as a council resource it is not fully operational and closed for periods of time that a functioning community resource might be expected to be open. This situation cannot change without the input of additional resource requested here and the risk is of reputational damage to the Council should this under usage continue.

Whilst the borough retains a healthy arts and creative sector there is a shortage of affordable space for groups to carry out their activities and provide services to the public. At a time when the commercial market is squeezing out new start up cultural enterprises the development of this resource will help fill the gap and stimulate growth and opportunities for local people. This would be done through provision of rehearsal, workshop, performance and display spaces.

2 VALUE FOR MONEY/EFFICIENCY

Provide evidence that the proposed expenditure will offer value for money. Where the expenditure is additional to existing budgetary provision for this service, evidence should also be provided of the value for money of the base provision. Evidence should be drawn from BVPIs, unit costs comparisons, benchmarking exercises or audit/ inspection judgements

The Kobi Nazrul Centre for Bengali Arts and Culture is currently operating under its potential in relation to outputs which will benefit the borough's residents. This is primarily because:

- It has no dedicated staff delivering from there
- It has very limited budgets for programming, outreach and marketing

It does currently generate some earned income to cover its running costs but this could be improved with a dedicated staff resource and this additional income would in turn cover the increased running costs incurred through higher levels of activity and service provision.

- **Current provision** - 15 Events in 2013 -14. plus some rehearsals for Bengali drama season.
- **Projected provision with growth** - First full 12 months of new operation. 20 events plus 24 workshops or classes/ 2nd 12 months 24 events plus 30 workshops or classes / 3rd 12 month period 30 events plus 36 workshops or classes.
- Income target from hires in 2013 -14 £10,400
- Projected income 1st 12 months new operation.£15,000
- Projected income 2nd 12 months new operation £17,250
- Projected income from 3rd 12 months of operation £20,000

Note. The additional income would offset increased costs of running the building at higher rates of occupancy and inflation.

**COMMITTED / UNAVOIDABLE GROWTH BID
BUDGET 2015/16- 2017/18**

Item Ref. No:
ACC/CLC/01/15

TITLE OF ITEM:	Tower Hamlets Enforcement Officers (THEOs)		
DIRECTORATE:	Communities, Localities and Culture		
SERVICE AREA:	Safer Communities	LEAD OFFICER:	Andy Bamber

FINANCIAL INFORMATION:				
	Contingency / Budget allocation	Bid (Base is 2014/15 Budget)		
	2014/15 £'000	2015/16 £'000	2016/17 £'000	2017/18 £'000
Employees (FTE)		615		
Employee Costs				
Other Costs				
Income				
To Reserves				
TOTAL		615		

*Committed growth agreed on an annual basis, therefore future years are included as indicative figures to aid medium term financial planning

DESCRIPTION & JUSTIFICATION
<p>Tower Hamlets Enforcement Officers (THEOs) were introduced as a direct response to deal with community concerns regarding anti-social behaviour and environmental issues. They are a uniformed service which is organised to ensure they are visible and responsive to the public concerns. The service has been successful in developing an excellent partnership with the Police and other agencies which is beginning to achieve results.</p> <p>The additional 10 THEOs were funded as part of the accelerated delivery which ends March 2015. Whilst the service will continue to operate, the success to date has resulted in greater expectation of the council to respond to and effectively deal with community concerns regarding crime, anti-social behaviour and street scene management issues. The service will be unable to respond effectively to the increasing demand. Consideration would have to be given to the impact on the service requirements to respond to statutory responsibility i.e noise.</p> <p>It is proposed to continue with the additional 10 THEOs and CCTV support that were approved and funded from the Accelerated Delivery pot, to ensure that the service can maintain and build upon the current level of service provision and respond appropriately in dealing with local community concerns related to crime and anti-social behaviour.</p>

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Growth Calculation: [Use this box to illustrate the empirical assumptions built into this bid and how they relate to historic/ developing trends]

Schedule of spending	£615,000
10 x Non-accredited officers	£560,000
Back Office support	£ 40,000
Equipment, Uniform & logistics	£ 15,000
	£615,000

1. RISKS AND IMPLICATIONS:

Why is this expenditure inescapable and what are the consequences/ risks if funding is not approved? If it is demanded provide details of the increase in client numbers and the basis of any projections.

These proposals directly relate to the Mayor's priority in respect of community safety and the continuation of the expanded THEO service to support this priority. If not supported, there is a risk of being unable to make the necessary impact regarding crime/ASB agenda.

2 VALUE FOR MONEY/EFFICIENCY

Provide evidence that the proposed expenditure will offer value for money. Where the expenditure is additional to existing budgetary provision for this service, evidence should also be provided of the value for money of the base provision. Evidence should be drawn from BVPIs, unit costs comparisons, benchmarking exercises or audit/ inspection judgements

The additional funding provided enables the service to continue with the additional staff and provision of effective operational support. The investment will enable the service to continue with the new call handling arrangements for improved service response provided to the public regarding noise and anti-social behaviour reports.

**COMMITTED / UNAVOIDABLE GROWTH BID
BUDGET 2014/15- 2016/17**

Item Ref. No:
GRO/D&R/01/14

TITLE OF ITEM:	Carbon Reduction Commitment Energy Efficiency Scheme		
DIRECTORATE:	Development and Renewal		
SERVICE AREA:	Energy Services	LEAD OFFICER:	Sian Pipe

FINANCIAL INFORMATION:

	Contingency / Budget allocation	Bid (Base is 2013/14 Budget)		
	2013/14 £'000	2014/15 £'000	2015/16 £'000	2016/17 £'000
LBTH Buildings	Nil (See note below)	121	157	204
Street Lighting	n/a	80	104	135
TOTAL	Nil	201	261	339

*Committed growth agreed on an annual basis, therefore future years are included as indicative figures to aid medium term financial planning

Note: The current year costs are being met from Corporate Reserves but there is no on-going budgetary provision.

DESCRIPTION & JUSTIFICATION

Growth Calculation:

The CRC Energy Efficiency Scheme (formerly known as the Carbon Reduction Commitment) is a mandatory carbon emissions reporting and pricing scheme to cover all organisations in the UK using more than 6,000MWh per year of electricity.

The scheme requires participants to buy allowances for every tonne of carbon they emit (relating to electricity and gas), as reported under the scheme.

Participants are required to buy allowances from Government each year to cover their reported emissions. This means that organisations that decrease their emissions can lower their costs under the CRC.

Carbon tax for the Carbon Reduction Commitment is set by the Treasury. It was capped at £12 per tonne in phase 1 of the scheme, with the Government now raising the tax to £15.60 per tonne for the second phase from 2014/15. There has been no announcement of future costs for 2015/16 onwards but it has been assumed that the annual increase may be 30% in line with the European carbon market.

The Council's total liability for 2013-14 is £358,000, however this includes state funded schools. These will

**COMMITTED / UNAVOIDABLE GROWTH BID
BUDGET 2014/15- 2016/17**

**Item Ref. No:
GRO/D&R/01/14**

no longer be included within the scheme from April 2014, so this growth bid solely relates to the anticipated liability falling on the Council.

Liability for the Council buildings is estimated at £121,000 in 2014-15, however there is a possibility that both dynamic and passive electricity supplies will be included in phase 2 of the scheme. If so, this will include the borough's street lighting. An initial provision of £80,000 has therefore been included in 2014/15 for the street lighting element.

1. RISKS AND IMPLICATIONS:

Why is this expenditure inescapable and what are the consequences/ risks if funding is not approved? If it is demand-led provide details of the increase in client numbers and the basis of any projections.

The tax is mandatory; failure to pay will result in major penalties both civil and criminal.

It is impossible to determine the exact amount of tax as the consumption of sites varies during the compliance year. The amount of tax can only be calculated once the annual consumption figures have been received (end of May each year).

Site numbers and occupation will affect the amount of tax paid, reduction or the increase of registered sites needs to be considered along with carbon reduction measures and ongoing energy efficiency.

2 VALUE FOR MONEY/EFFICIENCY

Provide evidence that the proposed expenditure will offer value for money. Where the expenditure is additional to existing budgetary provision for this service, evidence should also be provided of the value for money of the base provision. Evidence should be drawn from BVPIs, unit costs comparisons, benchmarking exercises or audit/inspection judgements

There is no alternative to the CRC.

Savings can be made by introducing effective energy efficiency and carbon reduction measures.

**COMMITTED / UNAVOIDABLE GROWTH BID
BUDGET 2015/16- 2017/18**

Item Ref. No:
GRO/D&R/01/15

TITLE OF ITEM:	Funding for permanent full time posts in the Capital Delivery Service (non-education projects)		
DIRECTORATE:	Development and Renewal		
SERVICE AREA:	Capital Delivery	LEAD OFFICER:	Dale Walker

FINANCIAL INFORMATION:				
	Contingency / Budget allocation	Bid (Base is 2014/15 Budget)		
	2014/15 £'000	2015/16 £'000	2016/17 £'000	2017/18 £'000
Employees	87	160	0	0
TOTAL	87	160	0	0

*Committed growth agreed on an annual basis, therefore future years are included as indicative figures to aid medium term financial planning

Note: The current year costs covers the Head of Service

DESCRIPTION & JUSTIFICATION
<p>Growth Calculation:</p> <p>From 2015/16 the Council will not have budgeted FTE Staff to deliver Capital projects or the work required in developing and producing feasibility studies and business cases in the lead up to the creation of a capital project. Up until 2013-14 the Council has utilised staff that have been part of the BSF service which was funded through the Education grant to deliver new schools and schools expansions. This funding comes to an end in March 2015 and therefore the team will no longer be funded.</p> <p>This growth bid seeks additional funding of £160,000 to part support the permanent funding of the Capital Delivery service. The existing net budget of £87,000 only supports the Head of Service role.</p> <p>The Building Schools for the Future (BSF) projects will have reached a conclusion with regard to construction by the end of this financial year, there will be the need to achieve final contract closes, alongside the need to support the significant Capital projects that are being delivered across all departments. The following major Capital Projects have commenced or will commence in 2014/15:-</p> <ul style="list-style-type: none"> • The development of a Civic complex in Whitechapel • Watts Grove re-development • Poplar Baths & Dame Colet House <p>This growth bid seeks Full Time Equivalent (FTE) funding for the following posts to support the Council's major Capital projects from 2015-16 onwards:-</p>

**COMMITTED / UNAVOIDABLE GROWTH BID
BUDGET 2015/16- 2017/18**

**Item Ref. No:
GRO/D&R/01/15**

- 1x PO7 Major Projects Team Leader (£62,000)
- 1x PO6 Statutory Compliance Manager (£56,000)
- 2x PO5 Client Project Manager (£108,000)
- 1x PO3 Client Project Manager (£47,000)
- 1x SO2 Project Support Officer (£39,000)

The total gross salary costs for the above posts is £312,000.

It is proposed that a re-organisation of the Corporate Property and Capital Delivery service area will create available funding within the service area. This will leave a residual balance of £160,000 required to fully fund the cost of the above posts.

This growth bid of £160k is to fund the creation of new FTE posts to work in the Capital Delivery team. The posts will be created to carry out the following functions:-

- Develop business cases for the development of sites that become surplus through the Asset Strategy
- Carry out and / or manage feasibility studies for sites where it is believed a development scheme would support the Mayors pledge for Housing
- Manage the delivery of small to medium size projects as part of the Councils planned maintenance programme
- Create a link between FM, Asset Management and Capital Delivery to deliver a 'one stop service' in D&R for the management of Council Assets

It is believed the creation of these is critical to the delivery of the Councils long term objectives in developing Housing for the Councils residents and making better use of our assets. The creation of these posts also provides staff with realistic career progression, a retention of knowledge within the Council and an opportunity to employ local people that want to contribute to wider objectives of the borough.

The alternative option to this growth bid would be to create funds on a scheme by scheme basis and employ a national property development company such as Mace, Pick Everard or EC Harris. If this alternative approach was followed the Council would need to develop a specification on each occasion, procure a consultant and then manage the outputs. It is strongly believed that this option would both be more expensive in the longer term and the Council would ultimately be caught in a cycle of having to use this option as the knowledge would never be built in-house or retained.

Where Capital schemes are approved and commence either FTE resource or additional support will be recruited and allocated specifically to the project for delivery. In these circumstances the cost will "capitalised" and added as a cost to the project.

Where further support may be required, or specialisms for the delivery of complex projects is needed, where appropriate these costs will be chargeable to the capital project itself and therefore an additional General Fund pressure will not occur. In order to do this it is essential that the costing of all capital projects includes full provision for fees.

**COMMITTED / UNAVOIDABLE GROWTH BID
BUDGET 2015/16- 2017/18**

Item Ref. No:
GRO/D&R/01/15

1. RISKS AND IMPLICATIONS:

Why is this expenditure inescapable and what are the consequences/ risks if funding is not approved? If it is demand-led provide details of the increase in client numbers and the basis of any projections.

Without this additional funding the Council will not have adequate resources to deliver major Capital projects or Housing growth within the borough. The Civic Centre project alone will take over 5 years to complete and cost in excess of £60 million to deliver. This team will also be responsible for the delivery of other complex associated projects such as the closure of Jack Dash House and decant from Mulberry Place as well.

2 VALUE FOR MONEY/EFFICIENCY

Provide evidence that the proposed expenditure will offer value for money. Where the expenditure is additional to existing budgetary provision for this service, evidence should also be provided of the value for money of the base provision. Evidence should be drawn from BVPIs, unit costs comparisons, benchmarking exercises or audit/ inspection judgements

The alternative option would be to outsource the project management to an external company such as Capita or Mace however there would still need to be an in-house resource for procuring and clienting. The costs would also be likely to be far greater to the Council and there would need to be client side presence to manage the company, make decisions and interact with Members. Therefore, this would only add an expensive layer to a project that would still be unfunded.

Another alternative option would be to employ a team of contract staff to deliver each project, however organizationally this would still require a team leader / management presence and taking into account the size and time these projects would take to deliver this would not be a more cost effective option. In the future, and on delivering smaller projects, contract / interim staff will be used to provide additional capacity and / or expertise and this cost will be charged to capital projects as appropriate.

**COMMITTED / UNAVOIDABLE GROWTH BID
BUDGET 2015/16- 2017/18**

Item Ref. No:
GRO/D&R/02/15

TITLE OF ITEM: Planned Maintenance Corporate Property

DIRECTORATE: D&R

SERVICE AREA: Capital Delivery **LEAD OFFICER:** D Walker

FINANCIAL INFORMATION:

	Contingency / Budget allocation	Bid (Base is 2014/15 Budget)		
		2014/15 £'000	2015/16 £'000	2016/17 £'000
Corporate Buildings	0	803		
Other Costs				
TOTAL	0	803		

*Committed growth agreed on an annual basis, therefore future years are included as indicative figures to aid medium term financial planning

DESCRIPTION & JUSTIFICATION

Growth Calculation:

A recent stock condition survey has been carried out on the wider council portfolio of buildings and an analysis of the survey output has been carried out to support a planned maintenance programme. To date works of an urgent nature or for essential health & safety compliance have been financed through responsive maintenance expenditure supported by capital where necessary. This approach is reactive and unplanned, impacting adversely on budgets, service delivery, working conditions and reputation. A planned maintenance programme will protect the Council's assets and ensure investment is prioritised on assets with the greatest service value and will be compatible with the objectives of the revised Asset Management Strategy.

The figures presented only allow for a programme on the 30 corporate buildings. The figures have been smoothed over the initial five years of a thirty year programme, with the first three years to 2018 shown. The following points should be noted:-

- The figures above are revenue only with the programme calculated as requiring an 80:20 revenue/capital support.
- The figures do not allow for building cost inflation
- Procurement / Legal/ Staffing or other direct costs are not included
- Programme scope allows for redecoration, repairs and REM life component replacements
- Improvement/Conversion and upgrade costs are not included

The bid incorporates an element to cover on-going costs associated with securing assets held for disposal. Further details in the nature and value of works will be provided to MAB SARP before this growth is drawn down.

**COMMITTED / UNAVOIDABLE GROWTH BID
BUDGET 2015/16- 2017/18**

**Item Ref. No:
GRO/D&R/02/15**

1. RISKS AND IMPLICATIONS:

Why is this expenditure inescapable and what are the consequences/ risks if funding is not approved? If it is demand-led provide details of the increase in client numbers and the basis of any projections.

The expenditure protects the council built assets and ensures that components are replaced at the correct time in the maintenance cycle, ensuring statutory compliance and further expenditure should elements be allowed to deteriorate further.

Over the next three years, some buildings will require maintenance in order to continue in use and comply with statutory requirements. The bid only includes the Council Corporate buildings comprising 30 buildings. (General Fund)

2 VALUE FOR MONEY/EFFICIENCY

Provide evidence that the proposed expenditure will offer value for money. Where the expenditure is additional to existing budgetary provision for this service, evidence should also be provided of the value for money of the base provision. Evidence should be drawn from BVPIs, unit costs comparisons, benchmarking exercises or audit/ inspection judgements

Alongside the stock condition surveys, the work being undertaken around procurement of long term maintenance contracts, together with the upgrade of the Asset Management Database to TF Cloud will support the implementation of a planned maintenance approach, allowing work to be targeted where most needed, at the right time.

This will allow the most efficient use of council assets by allowing works to be let on an annual basis driving efficiencies in pricing and making the most economic use of contract on-costs and officer time in managing the programme and procuring works packages. This will reduce exposure to emergency works, out-of-sequence working, service disruption and statutory non-compliance.

Scoping surveys will be used to prepare packages, allowing works to be specified using pre-prepared schedules, providing accuracy and consistency in pricing. The programme will be established on a five year cycle over a thirty year planning period, meaning that detailed surveys will be carried out at least every five years allowing the asset management system to be updated and accuracy in recording building alterations and mapping changing usage and capacity.

Savings can be achieved against the growth bid if decisions can be made on the disposal of some council assets.

**COMMITTED / UNAVOIDABLE GROWTH BID
BUDGET 2015/16- 2017/18**

**Item Ref. No:
GRO/D&R/03/15**

TITLE OF ITEM: Town Hall - Service Charges (Revenue Budget J32)

DIRECTORATE: D&R

SERVICE AREA: Facilities Management **LEAD OFFICER:** A Baird

FINANCIAL INFORMATION:

	Contingency / Budget allocation	Bid (Base is 2014/15 Budget)		
	2014/15 £'000	2015/16 £'000	2016/17 £'000	2017/18 £'000
Service Charges	968	250		
Rent				
TOTAL	968	250		

*Committed growth agreed on an annual basis, therefore future years are included as indicative figures to aid medium term financial planning

DESCRIPTION & JUSTIFICATION

Growth Calculation The service charges are a set budget but are a variable revenue spend governed by the landlord's managing agent, whereby balancing should occur at the end of each year. A capital programme of works is in place for the East India Dock (EID) complex, however this has not been achieved within the given time frames and does not allow projection of spend to be calculated efficiently. The historical delay in the landlord distributing the balanced accounts has also led to the budget not reflecting the actual spend within the relevant year – accruals have been estimated with little or no guidance from the landlord.

Trends over the last 3 years indicate the budget for service charges is insufficient and has not covered the unplanned reactive costs for works to the plant and other areas of services – this has amounted to an approximately 25% increase.

The additional spend of £250,000 is required to install a bus bar throughout the building and to replace defective electrical distribution boards in order to install effective air handling units with the required statutory rate of change, as well as to install heater batteries in areas of the building that are cold and where reasonable temperatures cannot be achieved.

Temperatures in the workplace are covered by the Workplace (Health, Safety and Welfare) Regulations 1992, which place a legal obligation on employers to provide a "reasonable" temperature in the workplace. The Approved Code of Practice suggests a minimum temperature in workrooms should normally be at least 16 degrees Celsius – or 13 degrees Celsius if much of the work indoors involves severe physical effort. Whilst these temperatures are not absolute legal requirements; the employer's essential duty is to determine what reasonable comfort will be in the particular circumstances.

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BUDGET 2015/16- 2017/18**

**Item Ref. No:
GRO/D&R/03/15**

Whilst there is no upper limit for temperatures, the conditions in the offices at Mulberry Place in the summer months has at times been extremely uncomfortable for staff and visitors and has resulted in complaints to both HR and the HSE.

In addition to the Workplace Regulations, the Management of Health and Safety at Work Regulations 1999 require employers to make a suitable assessment of the risks to the health and safety of their workers, and take action where necessary and where reasonably practicable.

1. RISKS AND IMPLICATIONS: -

Why is this expenditure inescapable and what are the consequences/ risks if funding is not approved? If it is demanded provide details of the increase in client numbers and the basis of any projections.

Corporate & Local Risks:

- Risk of breaching Workplace (Health, Safety and Welfare) Regulations 1992 is considered High
- Risk of Workplace Regulations, the Management of Health and Safety at Work Regulations 1999 is considered High
- Failure to maintain financial viability/financial balance in 2015/16 and future years through to 2020
- There is a risk that the 'Corporate Health and Safety' requirements may not be followed as stipulated.
- Other FM services reduced to accommodate spend

Implications:

- Staff Moral may decrease due to the working environment not having reasonable or comfortable conditions for staff to work in
- Staff sickness
- Lack of efficiency and productivity
- Increased complaints and risk of exposure to press
- Reputational damage (staff have complained to the HSE regarding the environment and atmosphere in the town hall)

2 VALUE FOR MONEY/EFFICIENCY

Provide evidence that the proposed expenditure will offer value for money. Where the expenditure is additional to existing budgetary provision for this service, evidence should also be provided of the value for money of the base provision. Evidence should be drawn from BVPIs, unit costs comparisons, benchmarking exercises or audit/inspection judgements

The Council is charge for repairs and maintenance through a service charge regime. The terms of the service charge regime are set out in the lease and the Landlord has a legal obligation to ensure that charges are fair and reasonable and that any costs have been fairly procured and represent value for money. If the Council wishes too it can insist that copies of quotes for works and sent to the Council for review or challenge.

Foot Anstey LLP was commisioned to challenge the last finacial year's service charges sent to the authority.

Benchmarking occurs to ensure the marketable value of the office space is relevant and is then challenged at the rent review. The next rent review takes place in June 2015 and services will be commissioned to represent the authority again.

This is an one off expenditure to address an outstanding H&S and operational issue. The works will be subject to a tender process with feedback to be provided to the council on these costs. The works are currently being tendered with external companies via the Landlords agent as per the Lease requirements.

**COMMITTED / UNAVOIDABLE GROWTH BID
BUDGET 2015/16- 2017/18**

Item Ref. No:
GRO/LPG/01/15

TITLE OF ITEM:	Mayor's Advisors		
DIRECTORATE:	Law, Probity & Governance		
SERVICE AREA:	Democratic Services	LEAD OFFICER: Murziline Parchment	

	Contingency / Budget allocation	Bid (Base is 2014/15 Budget)		
	2014/15 £'000	2015/16 £'000	2016/17 £'000	2017/18 £'000
Employees (FTE)				
Employee Costs				
Other Costs	297 (one off)	350		
Income				
To Reserves				
TOTAL	297 (one off)	350		

*Committed growth agreed on an annual basis, therefore future years are included as indicative figures to aid medium term financial planning

DESCRIPTION & JUSTIFICATION

Engagement with residents on the Council's spend and services is integral to the accountability of the directly elected Mayor to the electorate. In addition to Officer advice, the Mayor and Cabinet members require expert and flexible advice in the areas of equalities, community engagement and media. The work of the advisors will contribute to the Mayor's manifesto commitments throughout his term and the delivery of the strategic priorities in the Strategic Plan for 14/15 including:

- 1.8 Develop stronger communities;
- 2.2 Support more people into work;
- 2.3 Manage the impact of welfare reform on local residents;
- 2.4 Fostering enterprise and entrepreneurship
- 3.3 Fostering greater community cohesion
- 4.1 Reduce health inequalities;
- 4.2 Enable people to live independently
- 5.1 Reduce inequalities

Advisors will assist in the refresh of diversity and inclusion strategies and will improve engagement with residents, community groups and organisations.

1. RISKS AND IMPLICATIONS:

Why is this expenditure inescapable and what are the consequences/ risks if funding is not approved? If it is demand-led provide details of the increase in client numbers and the basis of any projections.

The quality of engagement with residents will be compromised without the specialist and flexible advice provided by the Mayor's advisors.

2. VALUE FOR MONEY/EFFICIENCY

Provide evidence that the proposed expenditure will offer value for money. Where the expenditure is additional to existing budgetary provision for this service, evidence should also be provided of the value for money of the base provision. Evidence should be drawn from BVPIs, unit costs comparisons, benchmarking exercises or audit/ inspection judgements

The advisors will be procured through the Councils procurement process which will ensure appropriate value for money considerations are taken into account.

**COMMITTED / UNAVOIDABLE GROWTH BID
BUDGET 2015/16- 2017/18**

**Item Ref. No:
GRO/LPG/2/15**

TITLE OF ITEM:	Review of Electoral Services		
DIRECTORATE:	Law, Probity & Governance		
SERVICE AREA:	Electoral Services	LEAD OFFICER:	Louise Stamp

	Contingency / Budget allocation	Bid (Base is 2014/15 Budget)		
	2014/15 £'000	2015/16 £'000	2016/17 £'000	2017/18 £'000
Employees (FTE)	6	4		
Employee Costs	317	154		
Other Costs				
Income				
To Reserves				
TOTAL	317	154		

*Committed growth agreed on an annual basis, therefore future years are included as indicative figures to aid medium term financial planning

DESCRIPTION & JUSTIFICATION
<p>Due to the introduction of Individual Electoral Registration (IER) in June 2014, the level and complexity of registration work within the electoral registration service has increased 5-fold. The change means individuals can now register online and each member of the household has to be given an individual form to supply personal identifiers. This then has to be sent off to DWP to be verified. If they match, the resident is added to the register, if they do not match, the service now has to write to the resident asking for further evidence to support their application. Previously a single form would capture all applicants and the verification process was much simpler.</p> <p>Throughout the year, this process continues and we have a statutory function to write out to the resident, send a reminder and second reminder, then conduct a personal visit. None of this was necessary before the introduction of IER.</p> <p>In addition, there is added pressure on the service at the time of an election and experienced permanent staff are required to ensure the service meets all the statutory deadlines. Currently the service operates with a large number of temporary staff which makes forward planning difficult and this growth bid will allow the service to implement a revised structure that will enable it to cope with both the additional workload and plan better for the increased demand during elections. The temporary staff are currently funded through transition grants through central government and there is uncertainty around whether the grant will continue beyond 2015/16. This growth bid will ensure appropriate permanent funding is in place should the grant cease.</p> <p>The current team comprises 6 FTE and this growth bid will enable the permanent structure to be increased to 10 FTE's.</p>

**COMMITTED / UNAVOIDABLE GROWTH BID
BUDGET 2015/16- 2017/18**

Item Ref. No:
GRO/LPG/2/15

1. RISKS AND IMPLICATIONS:

Why is this expenditure inescapable and what are the consequences/ risks if funding is not approved? If it is demand-led provide details of the increase in client numbers and the basis of any projections.

Should the grant cease the service will not be sufficiently resourced. Without permanent funding, the service is not able to implement a permanent structure that reflects service need and is thus not able to meet the increase in demand.

Other risks include:

Annual canvass - deadlines are not met and a revised Register of Electors is not published on time.

Elections – lack of managerial staff to allow the manager to assign core projects throughout the election period. Experienced permanent staff will ensure elections are conducted within the statutory timetable.

Reputation risk for the Council

2 VALUE FOR MONEY/EFFICIENCY

Provide evidence that the proposed expenditure will offer value for money. Where the expenditure is additional to existing budgetary provision for this service, evidence should also be provided of the value for money of the base provision. Evidence should be drawn from BVPIs, unit costs comparisons, benchmarking exercises or audit/inspection judgements

Adequate experienced and professional staff will ensure the core team are not working unreasonable additional hours during the annual canvass and election periods and will ensure core projects are planned and executed on time.

All other authorities and especially London authorities are seeking to or have already restructured their services to meet the additional demands and pressures on the service.

We will meet the Electoral Commission's performance standards and recommendations following the elections held in May 2014.

The additional permanent staff will mean temporary staff will not be required throughout the year. A smaller number will be appointed to assist during peak periods.

**COMMITTED / UNAVOIDABLE GROWTH BID
BUDGET 2015/16- 2017/18**

**Item Ref. No:
GRO/RES/1-15**

TITLE OF ITEM:	Welfare Reform – Measures to Protect Vulnerable Residents in Temporary Accommodation	
DIRECTORATE:	Resources	
SERVICE AREA:	Housing Benefits	LEAD OFFICER: Steve Hill

	Contingency / Budget allocation	Bid (Base is 2014/15 Budget)		
	2014/15 £'000	2015/16 £'000	2016/17 £'000	2017/18 £'000
Employees (FTE)				
Employee Costs				
Other Costs	1,000	1,600		
Income				
To Reserves				
TOTAL	1,000	1,600		

*Committed growth agreed on an annual basis, therefore future years are included as indicative figures to aid medium term financial planning

DESCRIPTION & JUSTIFICATION

The Welfare Reform Act 2012 introduced a wide range of changes to welfare benefits which will have significant impact for local residents. The implication of welfare benefits reform on Council services is being regularly assessed and monitored, but there is limited financial provision within the budget for the impact.

The reforms have included changes to Housing Benefits, local administration of Council Tax Benefit and the Social Fund and replacement of Disability Living Allowance with Personal Independence Payments. The Government intends to introduce Universal Credit in the future, though delivery and roll out of this reform has been challenging and delivery is delayed.

The impact of the reforms, coupled with the rise in rents has meant that there has been and continues to be a shortage of affordable accommodation for families. In turn, this has had an impact upon the Council's homeless households in temporary accommodation.

The Government's Benefits Subsidy rules for homeless households are such that the Council is not reimbursed in full for the cost of Temporary Accommodation. The Subsidy rules are complex but the shortfall in Benefits Subsidy payable to the Council is compounded by the rising costs of temporary accommodation and the shortage of suitable available properties for homeless households.

The growth bid arises in the main, as a result of the following factors;

The high levels of rent being charged for Temporary Accommodation.

The scarcity of available Temporary Accommodation which in turn is driving up rent being charged.

The Government's Benefits Subsidy rules for Temporary Accommodation which penalises the use of Bed and Breakfast Accommodation and in instances where Bed and Breakfast is not used the Council only receives the following in Benefits Subsidy from the Government;

**COMMITTED / UNAVOIDABLE GROWTH BID
BUDGET 2015/16- 2017/18**

**Item Ref. No:
GRO/RES/1-15**

90% of the Local Housing Allowance* plus £40.00

*the LHA used is the LHA for the area where the property is placed and then the 2010 Local Housing Allowance figure is applied

As a consequence, a growth bid is proposed to meet the forecasted shortfall between homeless expenditure (the cost of temporary accommodation) and Benefits Subsidy income the Council expects to receive from the Government.

In order for current activity to be brought in line with assumptions integral to the most recent statutory subsidy claim, addition funding of £1.6m will be required to ensure that current expenditure matches the most recent assumed subsidy position.

1. RISKS AND IMPLICATIONS:

Why is this expenditure inescapable and what are the consequences/ risks if funding is not approved? If it is demanded provide details of the increase in client numbers and the basis of any projections.

The growth bid will enable those that find themselves homeless to be placed in suitable temporary accommodation within the borough or neighbouring boroughs. Should the growth not be awarded the service will overspend or will need to reduce expenditure on temporary accommodation. Any reduction in expenditure could lead to some of our most vulnerable people not being placed in suitable accommodation.

2 VALUE FOR MONEY/EFFICIENCY

Provide evidence that the proposed expenditure will offer value for money. Where the expenditure is additional to existing budgetary provision for this service, evidence should also be provided of the value for money of the base provision. Evidence should be drawn from BVPIs, unit costs comparisons, benchmarking exercises or audit/ inspection judgements

As private sector and non HRA rents within Tower Hamlets and other neighboring boroughs continue to increase the service is limited in terms of options for cheaper temporary accommodation. However, the service continues to explore cheaper or more cost effective options where possible.

**COMMITTED / UNAVOIDABLE GROWTH BID
BUDGET 2015/16- 2017/18**

Item Ref. No:
GRO/RES/02/15

TITLE OF ITEM: Loss of Benefit Subsidy

DIRECTORATE: Resources

SERVICE AREA: Customer Access and ICT **LEAD OFFICER:** Steve Hill

FINANCIAL INFORMATION:

	Contingency / Budget allocation	Bid (Base is 2014/15 Budget)		
		2014/15 £'000	2015/16 £'000	2016/17 £'000
Employees (FTE)				
Employee Costs				
Other Costs				
Income		500	250	250
To Reserves				
TOTAL				

*Committed growth agreed on an annual basis, therefore future years are included as indicative figures to aid medium term financial planning

DESCRIPTION & JUSTIFICATION

Growth Calculation: The Government has announced that it has changed that way in which grant for administering Housing Benefit is allocated, and has also introduced a 10% 'efficiency' reduction. This reduction applies to the grant the Council received for administering Housing Benefit and Local Council Tax Support (LCTS).

The council has no control over this funding – it has been notified that it will reduce by £500k in 2015/16. Further reductions have been included for the following 2 years, as it is likely that further 'efficiency' reductions are introduced as public expenditure is cut over the life of the next parliament.

1. RISKS AND IMPLICATIONS:

Why is this expenditure inescapable and what are the consequences/ risks if funding is not approved? If it is demanded provide details of the increase in client numbers and the basis of any projections.

The growth is not optional – it has been notified by the Government. If not approved, further cuts from other Council services would be required to balance the budget.

2 VALUE FOR MONEY/EFFICIENCY

Provide evidence that the proposed expenditure will offer value for money. Where the expenditure is additional to existing budgetary provision for this service, evidence should also be provided of the value for money of the base provision. Evidence should be drawn from BVPIs, unit costs comparisons, benchmarking exercises or audit/ inspection judgements

Administrative savings from both the Benefits and Council Tax services have been included in the 2015/16 proposals, along with additional income generation proposals of over £16m.

**COMMITTED / UNAVOIDABLE GROWTH BID
BUDGET 2015/16- 2017/18**

**Item Ref. No:
TBC**

TITLE OF ITEM:	Stairway to Heaven Memorial Trust		
DIRECTORATE:	Law, Probity & Governance		
SERVICE AREA:	Democratic Services	LEAD OFFICER: TBC	

	Contingency / Budget allocation	Bid (Base is 2014/15 Budget)		
	2014/15 £'000	2015/16 £'000	2016/17 £'000	2017/18 £'000
Employees (FTE)				
Employee Costs				
Other Costs		25 (one off)		
Income				
To Reserves				
TOTAL		25 (one off)		

*Committed growth agreed on an annual basis, therefore future years are included as indicative figures to aid medium term financial planning

DESCRIPTION & JUSTIFICATION
<p>The Stairway to Heaven Memorial Trust was set up to raise funds to build a memorial to the worst civilian disaster of World War 2 – the Bethnal Green tube shelter disaster.</p> <p>Two thirds of the memorial (now known as Bethnal Green Memorial) has now been built and it is based in Bethnal Green Gardens, right next to the station entrance where 173 people died and over 90 were injured. The project has been funded through charitable donations and in its final leg the charity needs to urgently find £30k to complete the project before the small numbers of remaining survivors pass away.</p> <p>The charity has started a campaign to seek sponsors from local businesses and individuals to raise these funds but has asked the Council's to make up any shortfall should they arise. This bid seeks Council approval to set aside £25k as a one off contribution should the charity be unsuccessful in raising funds within the timeframe. The plan is for the fund raising activity to be completed by February 2015 so that works can be completed in time for the official unveiling planned for late summer 2015.</p>

1. RISKS AND IMPLICATIONS:

Why is this expenditure inescapable and what are the consequences/ risks if funding is not approved? If it is demanded provide details of the increase in client numbers and the basis of any projections.

This expenditure is a goodwill gesture from the council and is an investment into a valuable community asset. There is the risk of reputational damage should the council choose not to contribute.

2 VALUE FOR MONEY/EFFICIENCY

Provide evidence that the proposed expenditure will offer value for money. Where the expenditure is additional to existing budgetary provision for this service, evidence should also be provided of the value for money of the base provision. Evidence should be drawn from BVPIs, unit costs comparisons, benchmarking exercises or audit/ inspection judgements

N/A

**COMMITTED / UNAVOIDABLE GROWTH BID
BUDGET 2015/16- 2017/18**

Item Ref. No:
GRO/

TITLE OF ITEM: Celebration Events

DIRECTORATE: Corporate

SERVICE AREA: Corporate

LEAD OFFICER:
TBC

FINANCIAL INFORMATION:

	Contingency / Budget allocation	Bid (Base is 2014/15 Budget)			
		2014/15 £'000	2015/16 £'000	2016/17 £'000	2017/18 £'000
Employees (FTE)					
Employee Costs					
Other Costs			100		
Income					
To Reserves					
TOTAL			100		

*Committed growth agreed on an annual basis, therefore future years are included as indicative figures to aid medium term financial planning

DESCRIPTION & JUSTIFICATION

In line with delivering the Mayor's Manifesto, this one off growth bid is to enable celebration events to take place in the borough which commemorate the contributions of residents to Tower Hamlets.

The events will include:

Events which celebrate the achievements and contributions made by disabled residents in Tower Hamlets. The events will promote disabled residents' dignity and wellbeing and will be a celebration of disabled residents as well as provide information about support services and welfare advice.

Events which celebrate the achievements and contributions made by older residents in Tower Hamlets. They will also celebrate the contributions older residents have made and continue to make in the borough as well as an opportunity to provide information about support services, activity and leisure opportunities.

A Mayor's Award Event to commemorate living local heroes. This will celebrate living local heroes and their contribution to the community.

Whilst £100,000 of funding is being set aside for the funding of these events, sponsorship will also be sought, and if delivered, less council funding will be used.

**COMMITTED / UNAVOIDABLE GROWTH BID
BUDGET 2015/16- 2017/18**

**Item Ref. No:
GRO/**

1. RISKS AND IMPLICATIONS:

Why is this expenditure inescapable and what are the consequences/ risks if funding is not approved? If it is demand-led provide details of the increase in client numbers and the basis of any projections.

This proposal supports our community leadership role in tackling the perceptions of local people where this may lead to discrimination, harassment or hate crime.

2 VALUE FOR MONEY/EFFICIENCY

Provide evidence that the proposed expenditure will offer value for money. Where the expenditure is additional to existing budgetary provision for this service, evidence should also be provided of the value for money of the base provision. Evidence should be drawn from BVPIs, unit costs comparisons, benchmarking exercises or audit/inspection judgements

Procurement of services to host these events will subject to the councils procurement rules and will ensure value for money considerations are taken into account.

**COMMITTED / UNAVOIDABLE GROWTH BID
BUDGET 2015/16- 2017/18**

**Item Ref. No:
GRO/CORP/01/15**

TITLE OF ITEM:	DCLG Commissioners		
DIRECTORATE:	Corporate		
SERVICE AREA:	Corporate	LEAD OFFICER:	Stephen Halsey

FINANCIAL INFORMATION:				
	Contingency / Budget allocation	Bid (Base is 2014/15 Budget)		
	2014/15 £'000	2015/16 £'000	2016/17 £'000	2017/18 £'000
Employees (FTE)	NIL	100	(40)	(60)
Employee Costs				
Other Costs				
Income				
To Reserves				
TOTAL		100	(40)	(60)

*Committed growth agreed on an annual basis, therefore future years are included as indicative figures to aid medium term financial planning

DESCRIPTION & JUSTIFICATION

Growth Calculation
In April 2014, the secretary of state for Communities and Local Government announced an independent inspection of the London Borough of Tower Hamlets. The findings were published by PWC on the 4th November 2014; The secretary of state issued directions and commissioners have been placed within Tower hamlets until March 2017. This growth bid is to fund the additional costs of 1 Lead Commissioner at £600 per day for the other Commissioners a fee of £500 per day for 50 days in 2015/16 and 30 days per Commissioner in 2016/17, with additional costs for expenses and contingencies.

1. RISKS AND IMPLICATIONS:

Why is this expenditure inescapable and what are the consequences/ risks if funding is not approved? If it is demanded provide details of the increase in client numbers and the basis of any projections.

If the funding is not approved the cost would have to be met from reserves or contingencies – legally, the Council is obliged to meet this cost.

2. VALUE FOR MONEY/EFFICIENCY

Provide evidence that the proposed expenditure will offer value for money. Where the expenditure is additional to existing budgetary provision for this service, evidence should also be provided of the value for money of the base provision. Evidence should be drawn from BVPIs, unit costs comparisons, benchmarking exercises or audit/ inspection judgements

There has been no value for money assessment of this proposal.

Appendix 4

Savings

Ref.	Description of Savings Opportunity	2015/16
		£000
Development and Renewal		
D&R002/15-16	Optimising External Funding	150
D&R003/15-16	Lettings Restructure	134
D&R010/15-16	European Social Fund Match Funding Payments	109
D&R011/14-15	Barkantine Heat and Power Company	180
	Various savings each of less than £100k	454
		1,027
Communities, Localities and Culture		
CLC009/15-16	Reduction in Outreach Service	103
CLC010/15-16	Deliver More Street Care Monitoring Through Champions and Volunteers	140
CLC012/15-16	Introduce Residual Waste Limits for Multi Occupancy Premises	100
CLC026/15-16	Service Head Restructure	100
CLC023/15-16	Youth & Community Service Efficiencies	100
	Various savings each of less than £100k	210
		753
Education, Social Care and Wellbeing		
ESCW002/15-16	Management Streamlining (Adult Social Care)	263
ESCW004/15-16	Efficiency review of Community Mental Health Services	293
ESCW006/15-16	Reconfiguration of Homecare Services	2,021
ESCW008/15-16	Streamline Support for Safeguarding Adults Board	195
ESCW009/15-16	Management Streamlining Children's Social Care	380
ESCW012/15-16	Reconfiguring Children's Homes	600
ESCW013/15-16	Review of Non-Statutory Independent Reviewing Functions	289
ESCW016/15-16	Streamline Management in YOT	188
ESCW024/15-16	Reconfigure Mental Health Day Opportunities	167
ESCW026/15-16	Review of Adults using Tower Hamlets Transport Service	169
ESCW028/15-16	Procurement Savings - Supporting People	750
ESCW030/15-16	Remodel Strategic Support Services	370
ESCW032/15-16	Change Project Funding Model	120
ESCW034/15-16	Directorate Administration Review	500
ESCW036/15-16	Joint use of Careers Centre	133
ESCW041/15-16	Income Generation and Efficiencies in Early Years Service	148
ESCW044/15-16	Reconfigure Children's Centre Service	1,000
ESCW046/15-16	Surplus Learning and Development Budget	200
ESCW052/15-16	Integration of First Response and Local Health Services	250
ESCW054/15-16	Consolidation of Learning Disability Service	225
ESCW055/15-16	Better Targeting and Integration of Reablement Services	200
ESCW057/15-16	Reduce Duplication in Leaving Care Service	427
ESCW059/15-16	Integration of Accommodation Based Floating Support Service	109
ESCW061/15-16	Transport Efficiency Review	675
CD/PH02/15-16	Public Health - Reconfiguration of Sexual Health Services	800
CD/PH05/15-16	Public Health - Smoking cessation	360
CD/PH08/15-16	Public Health - Procurement and Non contract	419
CD/PH09/15-16	Public Health - Staffing	324
CD/PH10/15-16	Public Health - Mainstreaming 'Healthy Communities' Projects	388
CD/PH11/15-16	Public Health - Drug Service Commissioning	500
	Various savings each of less than £100k	1,459
		13,922
Resources		
RES004/15-16	Second Phase of Planned Finance Re-Organisation	350
RES008/15-16	Reduction of Controllable Costs – Supplies and Services	150
RES009/15-16	Recovery of Court Costs	100
RES011/15-16	Delivering NVQ Support Through Local Providers	205
RES012/15-16	Rationalise Structure of Consultancy Service	130
RES0024/15-17	Vacancy Management Customer Access	125
RES025/15-16	Temporary & Agency Staff Contract	800
	Various savings each of less than £100k	523
		2,383

Ref.	Description of Savings Opportunity	2015/16
Law, Probity and Governance		
	Various savings each of less than £100k	284
		284
Cross Directorate		
CD002/15-16	Corporate Reserves Contingency Review	3,000
RES022/15-16	Council Tax Efficiencies	335
RES023/15-16	Employment Options Programme	3,561
RES024/15-16	Business Rates Efficiencies	1,360
RES027/15-16	Investment Income	750
	Various savings each of less than £100k	141
		9,147
Total Approved Savings (All Directorates)		27,516

TITLE:	Optimising external funding						
DIR:	D&R						
SERVICE:	Economic Development					REF:D&R002	
TEAM:						LEAD OFFICER: Andy Scott	
SAVINGS OPPORTUNITY	BASE BUDGET £000	Net Savings 15/16 £000	Net Savings 16/17 £000	Net Savings 17/18 £000	Total Saving	THEMES:	Is an EA Req?
	1,722	150			150	Income Optimisation	No
FTE Reductions	0	0			0		
DETAILS OF SAVINGS OPPORTUNITY							
<p>No adverse impact on staff numbers. Allocating appropriate external and/or Section 106 funding to replace General Fund. The Economic Development service is currently funded from a range of sources: General Fund, S106, Reserves and income from GLA contracts and other initiatives. Funds are allocated across the service according to the particular focus of the identified programme or the service delivered. S106 obligations currently support 11% of the Economic development service staffing budget across the board, but are available to support more.</p> <p>a. The Outreach, Engagement & Tracking team within the Employment & Skills Service currently has an overall staffing budget of £246,533, supporting 6 FTEs. Of this, just over 19% (£47,373) is from General Fund and relates specifically to the Manager's PO3 post; the five junior team members are already externally funded. The role of the PO3 manager's position is to secure and track outputs against GLA and other externally funded programmes, and to generate external income. Cash flow forecasts would indicate that the team can replace GF entirely with external funds (S106 and various grant incomes) year on year for this post, aligning it with its overall purpose of securing external incomes and commitments.</p> <p>b. Similarly, the Business Engagement Team supports nine posts through a combination of incomes: 63.5% of salaries are funded from GF, which could be replaced by S106 funds secured to support business development and inward investment across the borough. For accounting purposes the four posts for which GF funding could be replaced by S106 are: the Enterprise Projects Manager (PO2 - £43,809), the Enterprise Officer (PO1 - £20,790; the Enterprise Support Officer (SO1 – £19,944), and the Enterprise Support Assistant (Sc6 - £18,175); totalling £102,718.</p> <p>In the unlikely event that external S106 income is unavailable at any point then service delivery and current staffing structure can be reviewed. The structure of the service and its operational needs will remain under annual review.</p>							
IMPLICATIONS TO CONSIDER							
including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT							
<p>Potential Implications - At present this proposal has no implications for service delivery or operational management. The service will continue as it presently does, with evidence based payment by results invoices being issued to the GLA and or other programme funders. S106 is secured through planning obligations and is drawn down on a project by project basis. Income will be constantly reviewed to ensure it meets service needs, and adjustments will be made accordingly. There are ongoing and potential new income streams becoming available for the delivery of enterprise and employment & skills support from both government funded contracted delivery programmes and local development opportunities; draw down of these funds can be adjusted to meet operational requirements over the foreseeable future.</p> <p>Risks and issues - The key risk associated with these savings proposals is around the vibrancy of the economic environment. If there were to be a downturn in the economy there may be a need for increased activity around the areas of work in economic development including skills, employment and business support. This may impact on the viability of the service to deliver increased outcomes for a greater volume of participants.</p>							

TITLE:	Lettings restructure						
DIR:	D&R						
SERVICE:	Housing Options					REF:D&R003	
TEAM:						LEAD OFFICER: Colin Cormack	
SAVINGS OPPORTUNITY	BASE BUDGET £000	Net Savings 15/16 £000	Net Savings 16/17 £000	Net Savings 17/18 £000	Total Saving	THEMES:	Is an EA Req?
	1,651	134	0	0	134	Lean: Downsizing Teams	Yes
FTE Reductions	44	11	0	0	11		

DETAILS OF SAVINGS OPPORTUNITY

It is important to stress that this proposal originated from, and is informed by, the Localism Act, policy changes including the revised Allocations Scheme, a comprehensive benchmarking exercise, regular and open staff workshops to consider process redesign and the subsequent formal adoption of amendments to operational practices.

Further information re key factors that have led to reduced workload:

1. Revised Allocations Scheme removing over 2,000 households (10%) from the Housing Register. Of the remaining 20,000 there is now a clear distinction between in housing need households (12,000) and not in housing need (8,000) permitting light touch engagement with the 8,000 not in housing need – less reviews, no exhaustive testing of application statements, etc.
2. With the 12,000 the use of intelligence around prospects of an offer to permit engagement with those most in need
3. Significantly reduced bidding activity in light of bid limits and penalties for refusal leading to reduction in work associated with bid handling tasks
4. Reduced offer refusals leading to less need to rearrange viewings or deal with no shows or 'on the door step' rejections – applicants are being much more circumspect about how they bid and what they bid for, meaning reductions in day to day handling activities

In essence, these allow for smarter working and the operational lessening of workloads particularly associated with the limited bids and penalties for offer refusals regime.

Further information re benchmarking with other local authorities with their own lettings services:

1. The two key activities of the council's allocations and choice based lettings function have been benchmarked against a group of London boroughs as a cost per unit of available social housing:
 - a. Applications & Housing Register Activity per unit of available social housing
 - b. Choice Based Lettings activity
2. LBTH came top of the top quartile in all cost indicators – and by a considerable margin - the proposed restructure would reduce the gap
3. Results suggest that further savings are possible but the service consider this would only be achievable by lowering the quality of services on offer to vulnerable households and adversely affecting the current intention to develop a tenancy attainment service.

IMPLICATIONS TO CONSIDER

including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT

Implications - Any reduction in staffing will need to be carried out lawfully, in accordance with the Council's contracts and procedures. HR have advised officers that this proposed reorganisation would take at least 6 months and could result in the redundancy of up to 11 employees. The resources required to support this would be provided by a lead HR Business Partner responsible for ensuring that the reduction in posts, and any change of roles, is carried out in compliance with the Handling Organisational Change Procedure. In addition to the General Fund saving there would be a gross saving to the Housing Revenue Account of £249K from 2015/16. Work is going on under the auspices of our "No Wrong Door" programme of service redesign for Housing Options that, in addition to making our work even more customer-appropriate, are likely to provide (significant) savings for 2016/17.

EQUALITIES SCREENING

TRIGGER QUESTIONS	YES/NO	IF YES - please provide further details on how this impacts on each equalities groups
Does the change reduce resources available to address inequality?	No	
Does the change reduce resources available to support vulnerable residents?	No	
Does the change involve direct Impact on front line services?	Yes	Officers expect there to be a positive impact on front line services especially to the most vulnerable residents
CHANGES TO A SERVICE		
Does the change alter who is eligible for the service?	No	
Does the change alter access to the service?	No	
Does the change involve revenue raising?	No	
Does the change involve a reduction or removal of income transfers to service users?	No	
Does the change affect who provides the service, i.e. outside organisations?	No	
Does the Change involve Local Suppliers being affected ?	No	
Does the change affect the Third Sector?	No	
Does the change affect Assets?	No	
CHANGES TO STAFFING		
Does the change involve a reduction in staff?	Yes	Preliminary estimate of 44 FTEs reducing to 33 FTEs but, of course, that is subject to consultation
Does the change involve a redesign of the roles of staff?	Yes	Please see details of savings proposal

TITLE:		European Social Fund Match Funding Payments					
DIR:		D&R					
SERVICE:		D&R Resources				REF:D&R010	
TEAM:		LEAD OFFICER: Dave Clark					
SAVINGS OPPORTUNITY	BASE BUDGET £000	Net Savings 15/16 £000	Net Savings 16/17 £000	Net Savings 17/18 £000	Total Saving	THEMES:	Is an EA Req?
Third Sector (TS) – Third Party Payments	2,176	109	0	0	109	Financial Adjustments	Yes
FTE Reductions	0	0	0	0	0		
DETAILS OF SAVINGS OPPORTUNITY							
<p>As part of the European Social Fund Partnership agreement, the Council has contributed match funding against contributions from London Councils to enable local partners to benefit from the available European funding. This agreement - in terms of financial commitment - comes to an end at end of March 2015.</p> <p>The council will continue to support third sector organisations to access match funding. However, under this proposal the budget will be reduced by one fifth. This will not affect other third sector funding streams.</p>							
IMPLICATIONS TO CONSIDER including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT							
<p>In previous years Corporate Match Funding has been used to match a European Social Fund (ESF) administered by London Councils. This ESF funding ended in March 2014.</p> <p>This funding is currently uncommitted and the percentage reduction is relatively small compared to the cuts being faced by the Council - proposal 009 proposes savings equivalent to circa 25% of the service's General Funded staffing budget.</p> <p>The service recognises the role of voluntary and community organisations in providing services and is prioritising efficiencies through better management and alignment of third funding across the Council and ensuring a commissioning approach based on strategic outcomes. The proposed changes will be the subject of an equality impact assessment.</p> <p>This proposal is part of the Your Borough, Your Voice campaign which aims to identify residents' priorities for the borough, as government reductions increasingly impact on the public purse. At the time of updating this proposal the consultation is still open. To date there has only been 1 response regarding this particular proposal.</p>							
EQUALITIES SCREENING							
TRIGGER QUESTIONS	YES/NO	IF YES - please provide further details on how this impacts on each equalities groups					
Does the change reduce resources available to address inequality?	Yes	It is expected that all equalities groups are likely to be similarly impacted by the proposed reductions					
Does the change reduce resources available to support vulnerable residents?	Yes	The proposed change is extremely likely to reduce resources available to support vulnerable groups including those affected by welfare reforms. It is unclear however what categories of people fall within the 'top of the triangle' referred to as there wasn't any information within the guidance notes.					
CHANGES TO A SERVICE							
Does the change alter who is eligible for the service?	No						
Does the change alter access to the service?	No						
Does the change involve revenue raising?	No						
Does the change involve a reduction or removal of income transfers to service users?	No						
Does the change affect who provides the service, i.e. outside organisations?	No						
CHANGES TO STAFFING							
Does the change involve a reduction in staff?	No						
Does the change involve a redesign of the roles of staff?	No						

Budget Savings Proposals
Full Equality Analysis

Section 1: General Information

1a) Name of the savings proposal

Savings – European social fund match funding payments - £109,000.

1b) Service area

1c) Service manager

1d) Name and role of the officer/s completing the analysis

Service area:
Resources

Team name:
Third Sector Team

Service manager:
Dave Clark

Name and role of the officer completing the EA:
• Everett Haughton - Third Sector Programmes Manager

Section 2: Information about changes to services

2a) In brief please explain the savings proposals and the reasons for this change

This proposal will reduce revenue expenditure as part of the Council's 2015/16 savings targets. To achieve the above savings it is recommended that the current Corporate Match Funding Budget (£555,000) is reduced by the full amount leaving a balance of £446,000.

The proposed savings represents a 5% reduction of the current grants budget directly managed by the Third Sector Team – the funding streams and in question include:

1. Community and Economic Engagement
2. Social Welfare Advice Services
3. Third Sector Infrastructure Support
4. Corporate Match Funding

A particularly important factor for consideration however, is the fact that the current Main Stream Grants programme (which incorporates 12 separate funding streams including items 1 to 3 above) although originally scheduled to end its current programme period on 31 March 2015, is expected to be extended for at least a further 6 months – to the end of September. This means that there is a significant financial commitment well into the 2015/16 financial year in which the savings are to be made.

The main aim of this funding stream is to increase employability of local residents through accredited/non-accredited training, volunteering and employment support, tackling inequalities, social inclusion of marginalised sections of the community and meeting local needs.

Job seekers allowance claimant count has been used as a particular basis for assessing need within the Borough in terms of economic inclusion. The claimant count rate for Tower Hamlets as at May 2014 is 3.6% compared to London 2.7% and nationally: 2.6%. This equates to 6,950 people who were unemployed and claiming JSA in Tower Hamlets. Source: ONS claimant count with rates and proportions. Note: % is a proportion of claimant count + workforce jobs total

The main Service User target groups include the 17,900 residents who are ILO-unemployed and 8,500 economically inactive

people assumed to want a job, totalling 26,400 residents. Source: ONS Annual Population Survey Jan 13 – Dec 13. Whilst there is other provision targeting this market, analysis suggests that some key groups are more disadvantaged in the borough and subsequently are disproportionately represented in lower employment and higher unemployment statistics. Equality profile is included in the 'Protected Characteristics' section.

Additionally, for the purpose of clarification it should be understood that the proposed savings come from a budget that had been used to match fund the ESF Community Grants Programme. This programme has now come to an end and the budget is not currently committed to a new programme. If the savings are approved, the remaining budget (£446,000) will be available for third sector organisations. This may be used as match funding to attract external funds or used for other purposes as agreed by the Corporate Grants Programme Board.

Whilst it is acknowledged that the identified savings could be taken on a pro-rate basis from each of the streams, due to a number of factors/considerations it is felt that the preferred option is to make the savings (of £109,000) from the Corporate Match Funding budget which currently stands at £555,000 per year.

Evidence (Consideration of Data and Information)

- What initial evidence do we have which may help us think about the impacts or likely impacts on service users or staff:
 1. ONS Joint claimant count with rates and proportions
 2. ONS Annual population Survey Jan 2013 to Dec 2013
 3. LEA consultation findings
 4. LBTH Employment Strategy (April 2011)

Additional factors which may influence disproportionate or adverse impact?

Budgets are set specific to the perceived or identified need of the various funding streams in line with directorate, strategic and community plan priorities. Therefore, in considering the implementation of potential funding reductions, due regard will need to be paid to ensuring that the 'hierarchy' of these priorities is taken into consideration.

In general with an 'across the board' reduction in funding, all groups with protected characteristics would be equally impacted by the reduction. The same would also apply if the reduction were to be from only one of the directorate funding streams.

Barriers

What are the potential or known barriers to participation for the different equality target groups? e.g. communication, access, locality etc.

Projects funded under the funding streams in question are required to have due regard to equality issues and to addressing known barriers to participation for the different equality target groups.

Whilst there have been complaints regarding access or barriers to participation relating to currently funded projects we are aware of known/potential barriers – some of which are outlined below:

- Lack of childcare
- Poor accessibility
- fear
- Inappropriate/unsuitable timing
- Poor information
- Unsuitable location
- Inappropriateness of methodology/tutor/language

Officers will continue to work closely with service providers to look at how these barriers/issues can be addressed. In considering budget reductions officers will also give due regard to designing grant service specifications which maximises efficiency.

Recent consultation exercises carried out?

Detailed consultation with a range of stakeholders, including voluntary sector stakeholders on both the individual service specifications and overall programme was undertaken in 2012 as part of the build-up to developing the 2012-15 Main Stream

Grants Programme. All service specifications refer to equalities duties and due regard was given to equalities considerations in the drafting and consultation on the service specifications and during all stages in the process including the application, assessment and moderation process.

These processes and arrangements will be repeated in developing the 2015/18 programme.

Consultation has been undertaken as part of the wider consultation process for the Council's Budget 2015/16. No major concerns can be drawn from the responses provided.

Section 3: Equality Impact Assessment

With reference to the analysis above, for each of the equality strands in the table below please record and evidence your conclusions around equality impact in relation to the savings proposal.

Please list in the table below any adverse impact identified and, where appropriate, steps that could be taken to mitigate this impact. This analysis will inform the decision making process

If you consider it likely that your proposal will have an adverse impact on a particular group (s) and you cannot identify steps which would mitigate or reduce this impact, you will need to demonstrate that you have considered at least one alternative way of delivering the change which has less of an adverse impact.

If an adverse impact cannot be mitigated please describe an alternative option, its costs and the equality impact.

Target Groups	Impact – Positive or Adverse	Reason(s) <ul style="list-style-type: none"><li data-bbox="757 1249 1727 1281">• Please add a narrative to justify your claims around impacts and,<li data-bbox="757 1286 2186 1318">• Please describe the analysis and interpretation of evidence to support your conclusion as this will
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	What impact will the proposal have on specific groups of service users or staff?	<p>inform decision making</p> <p>Please also how the proposal will promote the three One Tower Hamlets objectives?</p> <ul style="list-style-type: none"> -Reducing inequalities -Ensuring strong community cohesion -Strengthening community leadership
Race	Neutral	<p>There is no disproportional negative impact on this group. Somali and Bangladeshi residents are key target groups due to the high levels of unemployment amongst these communities in Tower Hamlets as identified in the Employment Strategy. It is expected that there will be a high number of organisations applying for funding that will focus on supporting these residents.</p> <p>The suggested reduction is an overall 5% of the directorate's Third Party Payments budget. I this taken from Corporate Match funding budget as recommended, this is only likely to have a very marginal impact if any</p>
Disability	Neutral	<p>There is no disproportional negative impact on this group. People with a disability are key target groups for the targeting of services provided by grant funded projects.</p> <p>The suggested reduction is an overall 5% of the directorate's Third Party Payments budget. I this taken from Corporate Match funding budget as recommended, this is only likely to have a very marginal impact if any</p>
Gender	Neutral	<p>There is no disproportional negative impact on this group.</p> <p>The suggested reduction is an overall 5% of the directorate's Third Party Payments budget. I this taken from Corporate Match funding budget as recommended, this is only likely to have a very marginal impact if any</p>

Gender Reassignment	Not Known	Insufficient monitoring data available relating to this target group to draw any conclusion at this stage
Sexual Orientation	Not Known	Insufficient monitoring data available relating to this target group to draw any conclusion at this stage
Religion or Belief	Neutral	<p>There is no disproportional negatives impact on this group. Funding is available to all organisations irrespective of religion or belief; and services provided by grant recipient organisations are able to be accessed by all sections of the community regardless of their religion or belief.</p> <p>The suggested reduction is an overall 5% of the directorate's Third Party Payments budget. I this taken from Corporate Match funding budget as recommended, this is only likely to have a very marginal impact if any</p>
Age	Neutral	<p>There is no disproportional negative impact on this group. There are clear age-range targets for our funded projects, particularly those which form significant proportions of JSA claimants.</p> <p>The suggested reduction is an overall 5% of the directorate's Third Party Payments budget. I this taken from Corporate Match funding budget as recommended, this is only likely to have a very marginal impact if any</p>
Marriage and Civil Partnerships.	Not Known	Insufficient monitoring data available relating to this target group to draw any conclusion at this stage
Pregnancy and Maternity	Not Known	Insufficient monitoring data available relating to this target group to draw any conclusion at this stage
Other Socio-economic Carers	Not Known	Insufficient monitoring data available relating to this target group to draw any conclusion at this stage

Section 4: Equality Impact Assessment Action Plan

Please list in the table below any adverse impact identified and, where appropriate, steps that could be taken to mitigate this impact.

If you consider it likely that your proposal will have an adverse impact on a particular group (s) and you cannot identify steps which would mitigate or reduce this impact, you will need to demonstrate that you have considered at least one alternative way of delivering the change which has less of an adverse impact.

Recommendation	Key activity	Progress milestones including target dates for either completion or progress	Officer responsible	Progress
<p>1. Improving the collection of equalities monitoring data from all grant funded projects</p>	<ul style="list-style-type: none"> • Review and update project progress monitoring report • Review and update guidance for projects on the collection and reporting of equalities data • Incorporate equalities data within Performance Reports to Corporate Grants Programme Board 	<ul style="list-style-type: none"> ○ Quarterly report document updated – end Sep 2014 ○ Information sheet sent to all funded projects – end Sep 2014 ○ Update incorporated within GIFTS online report - Oct 2014 	<ul style="list-style-type: none"> • EH & RM 	

If an adverse impact cannot be mitigated please describe an alternative option, its costs and the equality impact.

Section 5: Future Review and Monitoring

Please explain how and when the actual equality impact of these changes will be reviewed and monitored.

TITLE:	Barkantine Heat & Power Company						
DIR:	D&R						
SERVICE:	Strategy, Regeneration & Sustainability					REF:D&R011	
TEAM:						LEAD OFFICER: Jackie Odunoye	
SAVINGS OPPORTUNITY	BASE BUDGET £000	Net Savings 15/16 £000	Net Savings 16/17 £000	Net Savings 17/18 £000	Total Saving	THEMES:	Is an EA Req?
Barkantine Heat & Power Company	534	180	0	0	180	Financial Adjustments	No
FTE Reductions	0	0	0	0	0		
DETAILS OF SAVINGS OPPORTUNITY							
Budget reduction for Barkantine Heat and Power Company which is a Combined Heat and Power district heating scheme on the Barkantine estate.							
Barkantine Heat and Power Company (BHPC) is a Combined Heat and Power (CHP) district heating scheme on the Barkantine estate providing heat and power to residential customers, the leisure centre, primary school and community centre. The scheme is a joint venture between Tower Hamlets Council and London Electricity Group (Now EDF energy). EDF energy manage BHPC on a 25 year PFI contract ending in October 2025.							
The capital cost of the scheme was financed by EDF Energy. In addition EDF Energy is responsible for all the generation, distribution and maintenance costs. In return EDF Energy charges the Council an annual facilities charge. In the current financial year the annual facilities charge to the Council will be £855,000. This charge is linked to the retail price index and will increase each year. The project started on the 1st November 2000 and will run to 31st October 2025. It is estimated that during this period the Council will pay £22 million to EDF Energy for the service.							
Each year the Department of Communities & Local Government (DCLG) pays the London Borough of Tower Hamlets a PFI Credit. The PFI credit is a fixed amount of £576,000 per annum. It is estimated that over the life of the project the total amount received from the DCLG will be £15 million leaving the Council to fund the remaining £7 million. Fund projections have been made for the project until the end of the contract where it was identified it is able to reduce the current available budget by £180,000.							
At the end of the 25 year contract BHPC will be handed back to the council where it will take full ownership; the council will be required to have a succession strategy in place.							
The current net budget including asset rentals is £331k (asset rentals are already covered by budget adjustments amended by corporate finance), this leaves a surplus budget of £202k, allowing for inflation increases and any property disconnection from the scheme resulting in decrease in income, the Barkantine budget could be cut by £180k.							
IMPLICATIONS TO CONSIDER							
including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT							
Barkantine Heat and Power Company (BHPC) is a district heating system serving some of the existing and new build properties on the Barkantine estate, the project was set up in 2001 on a PFI contract ending in 2025. At the end of the contract BHPC comes back in to the ownership of the council and will need to procure a new maintenance and services contract, some capital funding will be required for the procurement, upgrade of the building and renewal of the plant equipment. A worst case scenario would be if no contractors could be procured to take on the project, the council will be required to provide the service needing to put up the initial capital cost, although the money could be recouped through recharge.							
The surplus in the current budget has been generated through rationalisation of the funding (external grants and recharge) coming through. The savings is largely due to rationalisation of income (external grant and recharge of service users). The risk is if the service users do not or cannot pay, there will be a shortfall in the budget to cover our ongoing costs. As BHPC provide heat and power to residents and businesses it will need to continue to provide this service							

TITLE:	Reduction in Outreach Service						
DIR:	CLC						
SERVICE:	Clean and Green					REF: CLC009	
TEAM:						LEAD OFFICER: Jamie Blake	
SAVINGS OPPORTUNITY	BASE BUDGET £000	Net Savings 15/16 £000	Net Savings 16/17 £000	Net Savings 17/18 £000	Total Saving	THEMES:	Is an EA Req?
		103			103	Lean: Service Re-Design & Consolidation	Yes
FTE Reductions		0			0		
DETAILS OF SAVINGS OPPORTUNITY							
<p>The waste services contract with Veolia includes a payment for the provision of recycling outreach. This team promotes recycling within schools and community organisations with the aim of increasing recycling rates within the borough.</p> <p>Recycling rates are currently at 28% and have shown only 2% growth since 2010/11 despite the continued investment in education and outreach. The annual contract cost for the provision of this team is £250k. As there has been little change in the recycling rate over the past 3 years, this represents an investment of £750k with no additional benefit to the service. It can therefore be argued that this team does not provide value for money and could be removed.</p> <p>It is anticipated that the service could significantly reduce any loss of positive impact on behaviour change through a channel shift to direct mailing and better use of East End Life. An annual budget allocation of £150k would be created in order to facilitate this.</p>							
IMPLICATIONS TO CONSIDER							
including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT							
<p>In 2012/13 there were 106 contaminated loads of recycling. A reduction in recycling education may have an impact on the amount of contaminated loads as people are unsure of which items they can and cannot recycle. An increase in contamination would reduce the recycling rate and increase the amount of waste sent to landfill. Over time the absence of recycling education may have a detrimental impact on the recycling rates as new households move into the borough with no prior knowledge of the recycling opportunities. If this were to be the case additional investment may be necessary to deliver one off publicity campaigns and educational work.</p>							
EQUALITIES SCREENING							
TRIGGER QUESTIONS	YES/NO	IF YES - please provide further details on how this impacts on each equalities groups					
Does the change reduce resources available to address inequality?	No						
Does the change reduce resources available to support vulnerable residents?	No						
Does the change involve direct Impact on front line services?	No						
CHANGES TO A SERVICE							
Does the change alter who is eligible for the service?	No						
Does the change alter access to the service?	No						
Does the change involve revenue raising?	No						
Does the change involve a reduction or removal of income transfers to service users?	No						
Does the change affect who provides the service, i.e. outside organisations?	No						
Does the Change involve Local Suppliers being affected ?	No						
Does the change affect the Third Sector?	No						
Does the change affect Assets?	No						
CHANGES TO STAFFING							
Does the change involve a reduction in staff?	No						
Does the change involve a redesign of the roles of staff?	No						

Budget Savings Proposals **Full Equality Analysis**

Section 1: General Information

1a) Name of the savings proposal

Reduction in Outreach Service

1b) Service area

Public Realm

1c) Service manager

Jamie Blake

1d) Name and role of the officer/s completing the analysis

Simon Baxter, Head of Clean Green

Section 2: Information about changes to services

2a) In brief please explain the savings proposals and the reasons for this change

The waste services contract with Veolia includes a payment for the provision of recycling education and outreach. Aiming to increase recycling rates within the borough, this team promotes recycling within schools and community organisations and through events, door-knocking and working closely with housing associations.

Recycling rates are currently at 28% and have shown only 2% growth since 2010/11 despite the continued investment in education and outreach. The annual contract cost for the provision of this team is £311k. As there has been little change in the recycling rate over the past 3 years, this represents an investment of £750k with no additional benefit to the service. It has been recognised that the recycling rate across the country has flat-lined over the last couple of years. This 28% recycling rate is one of the highest among inner London boroughs and through collection of dry recycling only, this rate could not arguably increase beyond 40%.

Therefore, it is proposed that this funding to the contractor be removed because they do not provide value for money. Although recycling rates could decrease if the profile in the borough is reduced, especially with a churn of residents.

Schools are starting to mainstream recycling education within core lesson delivery. This could be enhanced and developed to ensure all schools offer comprehensive recycling training and sessions could also be delivered in youth centres. The training would be tailored to compliment the waste and recycling services offered by the Council. It is anticipated that the service could significantly reduce any loss of positive impact on behaviour change through a channel shift to direct mailing and better use of East End Life. An annual budget allocation of £150k would be created in order to facilitate this.

This proposal will only affect the contractor and their staff. It will not affect the Council staff.

2b) What are the equality implications of your proposal?

All savings proposals have been screened for equalities relevance using the test of relevance questionnaire attached (Appendix A).

The consultation of this proposal has been conducted. Below is a summary of the consultation responses:

We received 19 responses to this proposal during the consultation period. The majority of the responses suggested that more recycling was preferable and residents' understanding of recycling and recycling practices was important.

Some responses made the following suggestions to increase recycling:

- Working with property management companies that take care of properties
- Make residents hear about recycling more frequently
- Recycling education needs to be repeated at periodic intervals due to the high turnover of residents in the borough
- More focus on children's recycling education, which would influence their parents' behaviour
- Recycling should be further promoted among businesses
- Provide as much clarity as possible about what can/cannot be recycled
- Reducing the number of issues of East End Life.

The mitigation of possible adverse impact includes:

- The recycling and disposal rate will continue to be closely monitored.
- The service will target the available resources to maintain and improve the recycling rate.
- The service will continue working with businesses and encouraging them to promote recycling.
- The service will explore a possibility of working with property management companies to increase recycling.
- ESCW to encourage recycling education to be mainstreamed in to school curriculums.

Section 3: Equality Impact Assessment

With reference to the analysis above, for each of the equality strands in the table below please record and evidence your conclusions around equality impact in relation to the savings proposal.

Please list in the table below any adverse impact identified and, where appropriate, steps that could be taken to mitigate this impact. This analysis will inform the decision making process

If you consider it likely that your proposal will have an adverse impact on a particular group (s) and you cannot identify steps which would mitigate or reduce this impact, you will need to demonstrate that you have considered at least one alternative way of delivering the change which has less of an adverse impact.

If an adverse impact cannot be mitigated please describe an alternative option, its costs and the equality impact.

Target Groups What impact will the proposal have on specific groups of service users and staff?	Impact – Positive or Adverse	Reason(s) <ul style="list-style-type: none"> • Please add a narrative to justify your claims around impacts and, • Please describe the analysis and interpretation of evidence to support your conclusion as this will inform members decision making
Race	Neutral	This proposal is to shift away the resources for the recycling education and transfer some of them to direct mailing and EEL. It is anticipated that the negative impact of the proposal will be restricted by the resource shift and mainstreaming of recycling education. This group will not be affected due to its characteristics.
Disability	Neutral	Ditto
Gender	Neutral	Ditto
Gender Reassignment	Neutral	Ditto
Sexual Orientation	Neutral	Ditto
Religion or Belief	Neutral	Ditto
Age	Neutral	Ditto

Socio-economic	Neutral	Ditto
Marriage and Civil Partnerships.	Neutral	Ditto
Pregnancy and Maternity	Neutral	Ditto
Other		

Section 4: Equality Impact Assessment Action Plan

Please list in the table below any adverse impact identified and, where appropriate, steps that could be taken to mitigate this impact.

If you consider it likely that your proposal will have an adverse impact on a particular group (s) and you cannot identify steps which would mitigate or reduce this impact, you will need to demonstrate that you have considered at least one alternative way of delivering the change which has less of an adverse impact.

Adverse impact	Please describe the actions that will be taken to mitigate this impact
N/A	

If an adverse impact cannot be mitigated please describe an alternative option, its costs and the equality impact.

Section 5: Future Review and Monitoring

Please explain how and when the actual equality impact of these changes will be reviewed and monitored.

Recycling policy is reviewed regularly and will be the subject of an EQIA at these times.

TITLE:	Deliver more Streetcare monitoring through Champions & Volunteers						
DIR:	CLC						
SERVICE:	Clean and Green					REF: CLC010	
TEAM:						LEAD OFFICER: Jamie Blake	
SAVINGS OPPORTUNITY	BASE BUDGET £000	Net Savings 15/16 £000	Net Savings 16/17 £000	Net Savings 17/18 £000	Total Saving	THEMES:	Is an EA Req?
	949	140			140	Lean: Service Re-Design & Consolidation	Yes
FTE Reductions		3			3		
DETAILS OF SAVINGS OPPORTUNITY							
<p>Streetcare Officers provide the day to day monitoring of street cleanliness, identifying and arranging removal of graffiti, fly posting, fly tipping and excess litter. The officers work closely with the cleansing contractor to ensure the borough retains a good standard of cleanliness, however all requests to action need to be directed to the contractor to complete and are unable to be completed by the Streetcare Officers themselves.</p> <p>A number of improvements have recently been made to resident reporting channels. The Fifi phone application enables residents to send photographs of dirty streets, graffiti etc directly to the contractor to action. Usage of the application is increasing on a monthly basis creating a channel shift from face to face and telephone contacts to mobile and online service requests. This increased activity from residents is not a reflection that the borough is dirtier (performance targets continue to over achieve the target) it is a testament to increased resident engagement through the Localisation agenda and the confidence from the community that action will be taken if issues are reported.</p> <p>Members of the Muslim Women's Collective have been trained to undertake NI195 surveys on a quarterly basis in order to monitor the cleanliness of the borough and over 100 Community Champions operate across all wards, highlighting any service issues and helping to maintain the look and feel of the area.</p> <p>This increase in resident reporting and community monitoring outlined above means that it would be possible to reduce the on-street monitoring of cleanliness, transferring the day to day responsibilities to the contractor, and focusing the work of the client team onto the monitoring of data sets and customer satisfaction.</p> <p>The savings would be made through a reduction of 7 posts within the Streetcare Team, which would be managed in accordance with the Council's Handling Organisational Change policy. 3 posts in 15/16 will be reduced as a result of the ER/VR process. It is anticipated that staff would have the necessary transferable skills to be redeployed into other areas of the organisation, minimising the requirement for compulsory redundancies. A period of 9 months would be required to deliver this saving.</p> <p>15 Streetcare Officers would be retained within the service and would focus on responding to Members Enquiries, investigating and preventing serious faults and tackling any day to day issues that may arise.</p>							
IMPLICATIONS TO CONSIDER including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT							
<p>The 'visibility' of Streetcare staff across the borough would be reduced. However, resident access channels have significantly improved over the past two years and the ways in which residents report street cleanliness issues will remain in place.</p> <p>This change of monitoring arrangements will inform the procurement of new waste contracts in 2017. Tender submissions would need to demonstrate adequate supervision and ICT monitoring.</p> <p>There is a risk that the cleanliness of the borough could deteriorate if the strong relationship between the client and contractor breaks down. However, adequate monitoring systems would be in place to identify any performance failures at an early stage where mitigating actions can be implemented.</p> <p>There is also a risk of loss of Fixed Penalty Notices income as a result of this reduction.</p>							
EQUALITIES SCREENING							
TRIGGER QUESTIONS	YES/NO	IF YES - please provide further details on how this impacts on each equalities groups					
Does the change reduce resources available to address inequality?	No						
Does the change reduce resources available to support vulnerable residents?	No						
Does the change involve direct Impact on front line services?	No						

CHANGES TO A SERVICE

Does the change alter who is eligible for the service?	No	
Does the change alter access to the service?	No	
Does the change involve revenue raising?	No	
Does the change involve a reduction or removal of income transfers to service users?	No	
Does the change affect who provides the service, i.e. outside organisations?	No	
Does the Change involve Local Suppliers being affected ?	No	
Does the change affect the Third Sector?	No	
Does the change affect Assets?	No	

CHANGES TO STAFFING

Does the change involve a reduction in staff?	Yes	<p>This opportunity involves a reduction of approximately 7 full time equivalent posts. An equalities impact assessment will be undertaken as part of the development of this proposal to identify the composition of the staff group and mitigate any disproportionate impacts to vulnerable groups.</p> <p>All restructures will be undertaken in accordance with the Handling Organisational Change policy.</p>
Does the change involve a redesign of the roles of staff?	No	

TITLE:	Introduce Residual Waste Limits For Multi Occupational Properties						
DIR:	CLC						
SERVICE:	Clean and Green				REF: CLC012		
TEAM:					LEAD OFFICER: Jamie Blake		
SAVINGS OPPORTUNITY	BASE BUDGET £000	Net Savings 15/16 £000	Net Savings 16/17 £000	Net Savings 17/18 £000	Total Saving	THEMES:	Is an EA Req?
	4,474	100			100	Delivering Differently	Yes
FTE Reductions							
DETAILS OF SAVINGS OPPORTUNITY							
<p>The impending change in the Council's statutory obligations in regards to recycling and the backdrop of higher recycling targets being imposed following a review of the Waste Framework Directive at the end of 2014 require the Council to review and update current policies in relation to waste and recycling services and make adjustments to the services that are currently provided, whilst being cognisant of a need to drive cost efficiencies within the services. Historically the emphasis of waste containment provision has been focused on dealing with the residual waste stream, this continues at present with a greater volume of bin space for rubbish rather than recyclable material. This ease of access to residual waste bins in all types of housing stock is one of the barriers to speedy and effective behaviour change.</p> <p>The collection of residual waste from estates and privately managed blocks has been historically managed according to request. Where RSL's identified that additional waste was being created within their estates an additional bin or extra collections would be arranged. This has resulted in disproportionate waste collections across the borough, with certain estates generating significantly higher tonnages of waste per property than the borough average. There is currently no onus on RSL's or managing agents to reduce the volume of residual waste and increase the volume of recycled materials generated from their properties.</p> <p>The Clean and Green service will work with RSLs and managing agents to reduce the amount of residual waste, setting achievable targets for waste reduction and the increase of recycling. The number of waste receptacles will be reduced and recycling containers increased on a phased basis until the production of household waste is in line with the London average on all estates.</p> <p>Where estates are unable to reduce the levels of household waste from their properties, additional services would be offered to RSL's to undertake bulk waste collections and tackle fly tipping, for which a charge would be levied to the managing agent.</p>							
IMPLICATIONS TO CONSIDER including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT							
<p>There is no guarantee that registered providers will be able to manage the waste production of their tenants effectively, potentially leading to the overflowing of waste chambers if they choose not to buy in additional collections to remove the waste. This approach may require the investment of additional Streetcare Officers to undertake fly tipping investigations, but again this function may fall to estates.</p> <p>This would have a financial impact on Tower Hamlets Homes if they failed to achieve the tonnage target on their estates. This may increase the levels of fly tipping and rubbish left on estates.</p> <p>RISK: Risk of contravening the EPA. Risk to health and estate environment</p> <p>LEGAL: The Council is a waste disposal authority within the meaning of Part 2 of the Environmental Protection Act 1990 and as such has the duty to dispose of controlled waste collected in its area and to comply with the targets for reduction of waste to landfill established under the Waste and Emissions Trading Act 2003. The proposal to work with particular estates to reduce production of waste appears consistent with the Council's responsibilities, but further advice may be required as details of the proposal come forward.</p> <p>STRATEGY: This approach to achieving priority outcomes whilst still reducing costs based on a 'polluter pays' principle is preferable to the service cuts identified elsewhere. Could it be considered as an alternative to the food waste cut – ie fining those who don't recycle food and garden waste on a regular basis.</p>							
EQUALITIES SCREENING							
TRIGGER QUESTIONS	YES/NO	IF YES - please provide further details on how this impacts on each equalities groups					
Does the change reduce resources available to address inequality?	No						
Does the change reduce resources available to support vulnerable residents?	No						
Does the change involve direct Impact on front line services?	Yes	No group should be adversely affected. The intention is to better educate residents to recycle more to reduce residual waste and overflowing wate bins.					

CHANGES TO A SERVICE

Does the change alter who is eligible for the service?	No	
Does the change alter access to the service?	No	
Does the change involve revenue raising?	No	
Does the change involve a reduction or removal of income transfers to service users?	No	
Does the change affect who provides the service, i.e. outside organisations?	No	
Does the Change involve Local Suppliers being affected ?	No	
Does the change affect the Third Sector?	No	
Does the change affect Assets?	No	

CHANGES TO STAFFING

Does the change involve a reduction in staff?	No	
Does the change involve a redesign of the roles of staff?	No	

Budget Savings Proposals **Full Equality Analysis**

Section 1: General Information

1a) Name of the savings proposal

Introduce Residual Waste Limits for Multi Occupational Properties

1b) Service area

Public Realm

1c) Service manager

Jamie Blake

1d) Name and role of the officer/s completing the analysis

Simon Baxter, Head of Clean Green

Section 2: Information about changes to services

2a) In brief please explain the savings proposals and the reasons for this change

This proposal is designed to be delivered as part of the procurement of the waste service contract in 2017, with a staged process from 2015.

The impending change in the Council's statutory obligations in regards to recycling and the backdrop of higher recycling targets being imposed following a review of the Waste Framework Directive at the end of 2014 require the Council to review and update current policies in relation to waste and recycling services and make adjustments to the services that are currently provided, whilst being cognisant of a need to drive cost efficiencies within the services.

Historically the emphasis of waste containment provision has been focused on dealing with the residual waste stream, this continues at present with a greater volume of bin space for rubbish rather than recyclable material. This ease of access to residual waste bins in all types of housing stock is one of the barriers to speedy and effective behaviour change.

This Council currently operates a weekly collection service and there are no proposals to change this standard level of service. However, the collection of residual waste from estates and privately managed blocks has been historically managed according to request. Where RP's or Private Landlords identified that additional waste was being created within their estates / managed communities an additional bin or extra collections per week would be arranged. This has resulted in some areas generating demand for multiple waste collections per week whilst other communities of similar density manage their waste more effectively and require far fewer waste collections. There is currently no onus on RP's or managing agents to reduce the volume of residual waste and increase the volume of recycled materials generated from their properties.

It is proposed that the Clean and Green service will work with RSLs and managing agents to reduce the amount of residual waste, setting achievable targets for waste reduction and the increase of recycling. The capacity of waste receptacles provided for Multi Occupational properties will be capped to a maximum level of 200 litres per week per household and recycling containers increased on a phased basis until the production of household waste is in line with the London average on all estates.

Where estates are unable to reduce the levels of household waste from their properties without help, additional services would be offered to RP's and Managing agents to better manage waste disposal and recycling for which a charge would be levied to the managing agent.

The number of waste receptacles, frequency of collections and total tonnage will be analysed, comparing residual and

recycled waste generated, for each estate and privately managed housing block in the borough. This can be compared against London waste averages and Borough waste averages to identify areas generating excessive residual waste within the borough generating substantially more collections than similar in borough communities. Many people will be unaffected by the above proposals and everyone will continue to get at least a once a week collection.

2b) What are the equality implications of your proposal?

There is no evidence that poorer communities or particular ethnic groups produce more waste than others. Neither is there a clear gender link. Wealthier communities tend to recycle more but they also consume more and produce more waste.

Summary of Consultation responses

33 responses were received during the consultation period. Some respondents thought that this proposal would help reduce waste in the areas affected, encourage recycling and maintain the environment clean by making residents more aware of the cost of waste removal. It was also pointed out that this proposal would give landlords of multiple occupational properties, including private landlords, and their residents, greater responsibilities.

Many respondents were concerned about a possibility of redistributing the additional waste management cost to residents. Some thought the transfer of the cost to residents would adversely impact on the community cohesion, because residents who do recycle and reduce waste need to pay for the waste created by their neighbours. However, that is already happening at a more macro level across the Borough and this selective proposal to target those communities generating substantially more waste than others in the Borough will address this. Other risks and possible adverse impact of the proposal identified in the consultation included:

- More contamination of recycling, since residual waste would be put in recycling bins
- Increasing fly-tipping.

The respondents also suggested the following measures to reduce waste and/or address possible negative consequences:

- Electronic goods recycling bins should be made available in the estates
- Food recycling and composting should be made available further
- More recycling and waste education should be made available
- Target homeowners' waste reduction too
- Work with large supermarkets to introduce 'no plastic bag policy'

- More enforcement activities and patrols to tackle fly-tipping.

To mitigate the identified risks, the service will:

- Work with and support RP's and managing agents to achieve the objectives. RP's are responsible for recycling bins being made available in the estates. The Council will encourage them to providing the facilities for residents.
- Continue monitoring the amount of residual waste, recycling, fly tipping and complaints
- Consult the stakeholders, including RP's and managing agents, about this proposal.
- Communication campaign for recycling and waste reduction.
- Continue working to maximise the food recycling and composting opportunities, although the borough's high number of high-rise housing buildings (80%) makes food recycling and composting a challenge.
- Continue working with businesses, including supermarkets, to reduce waste. The Council will work with supermarkets for them to take the environmental responsibilities, including reducing the amount of waste plastic bags.

Section 3: Equality Impact Assessment

With reference to the analysis above, for each of the equality strands in the table below please record and evidence your conclusions around equality impact in relation to the savings proposal.

Please list in the table below any adverse impact identified and, where appropriate, steps that could be taken to mitigate this impact. This analysis will inform the decision making process

If you consider it likely that your proposal will have an adverse impact on a particular group (s) and you cannot identify steps which would mitigate or reduce this impact, you will need to demonstrate that you have considered at least one alternative way of delivering the change which has less of an adverse impact.

If an adverse impact cannot be mitigated please describe an alternative option, its costs and the equality impact.

Target Groups	Impact – Positive or Adverse	Reason(s) <ul style="list-style-type: none"> • Please add a narrative to justify your claims around impacts and, • Please describe the analysis and interpretation of evidence to support your conclusion as this will inform
What impact will		

the proposal have on specific groups of service users and staff?		members decision making
Race	n/a	NA
Disability	n/a	NA
Gender	n/a	NA
Gender Reassignment	n/a	NA
Sexual Orientation	n/a	NA
Religion or Belief	n/a	NA
Age	n/a	NA
Socio-economic	n/a	NA
Marriage and	n/a	NA

Civil Partnerships.		
Pregnancy and Maternity	n/a	NA
Other		

Section 4: Equality Impact Assessment Action Plan

Please list in the table below any adverse impact identified and, where appropriate, steps that could be taken to mitigate this impact.

If you consider it likely that your proposal will have an adverse impact on a particular group (s) and you cannot identify steps which would mitigate or reduce this impact, you will need to demonstrate that you have considered at least one alternative way of delivering the change which has less of an adverse impact.

Adverse impact	Please describe the actions that will be taken to mitigate this impact
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<p>Whilst the proposals are not considered to favour wealthy or poorer communities increases in costs no longer covered by the Council for the management of excessive amounts of waste may be passed on to those residents generating the demand for multiple weekly collections by their managing agents. This may impact more heavily on the poorer communities effected until compliance and lower waste levels are achieved.</p>	<p>Engage RP's and Management agents to reduce the amount of residual waste.</p> <p>Continue monitoring the amount of residual waste, recycling, fly tipping and complaints</p> <p>Consult stakeholders, including RP's and managing agents, about the proposal</p> <p>Communication campaign for recycling and waste reduction.</p>
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If an adverse impact cannot be mitigated please describe an alternative option, its costs and the equality impact.

Section 5: Future Review and Monitoring

Please explain how and when the actual equality impact of these changes will be reviewed and monitored.

The impact of these measures will be reviewed as part of the Council's policy review process for which an EQIA will be undertaken.

n/a

OPP TITLE:		Youth & Community Service Efficiencies					
DIR:		CLC					
SERVICE:		Youth & Community Service				REF: CLC023/15-6	
TEAM:						LEAD OFFICER: Andy Bamber	
SAVINGS OPPORTUNITY	BASE BUDGET £000	Net Savings 15/16 £000	Net Savings 16/17 £000	Net Savings 17/18 £000	Total Saving	THEMES:	Is an EA Req?
		100			100	Lean: Service Re-Design & Consolidation	No
FTE Reductions							
DETAILS OF SAVINGS OPPORTUNITY							
<p>The new management controls established within the Youth Service will deliver service efficiencies of up to £100k on the current budget provision. It is anticipated that this saving can be realised in subsequent years and can therefore be removed from the baseline budget going forward. This proposal has a number of elements that will deliver the savings. Since the council made the decision to bring the service in house, there is now the opportunity to consolidate and rationalise the budgets for the delivery of the programmes. This enables the service to deliver efficiencies under the new arrangements which has been successfully bedded in to the way the service is managed. Also, this has enabled a proactive approach to the use of resources which will enable further efficiencies to support the service. The review and streamlining of the use of purchase cards spend within the service will also ensure that resources are allocated effectively and efficiently whilst delivering economies.</p> <p>This proposal will not impact on the service provision to users and will not affect the capacity or capability of staff delivering services.</p>							
EQUALITIES SCREENING							
IMPLICATIONS TO CONSIDER							
including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT							
The savings proposal is designed to improve the efficiency of the service without any impact on the capacity and capability of staff delivering frontline services							
EQUALITIES SCREENING							
TRIGGER QUESTIONS	YES/NO	IF YES - please provide further details on how this impacts on each equalities groups					
Does the change reduce resources available to address inequality?	no						
Does the change reduce resources available to support vulnerable residents?	no						
Does the change involve direct Impact on front line services?	no						
CHANGES TO A SERVICE							
Does the change alter who is eligible for the service?	no						
Does the change alter access to the service?	no						
Does the change involve revenue raising?	no						
Does the change involve a reduction or removal of income transfers to service users?	no						
Does the change affect who provides the service, i.e. outside organisations?	no						
Does the Change involve Local Suppliers being affected ?	no						
Does the change affect the Third Sector?	no						
Does the change affect Assets?	no						
CHANGES TO STAFFING							
Does the change involve a reduction in staff?	no						
Does the change involve a redesign of the roles of staff?	no						

TITLE:	Service Head Restructure						
DIR:	CLC						
SERVICE:	Strategy and Resources					REF: CLC026	
TEAM:						LEAD OFFICER: Robin Beattie	
SAVINGS OPPORTUNITY	BASE BUDGET £000	Net Savings 15/16 £000	Net Savings 16/17 £000	Net Savings 17/18 £000	Total Saving	THEMES:	Is an EA Req?
	580	100			100	Lean: Service Re-Design & Consolidation	No
FTE Reductions		1			1		
DETAILS OF SAVINGS OPPORTUNITY							
<p>The senior management structure within the Communities, Localities and Culture directorate comprises 5 Service Head positions.</p> <p>This structure was reviewed in 2010/11 resulting in the reduction of 1 FTE (from 6 posts to 5).</p> <p>There remains a commitment to reduce the number of Service Heads by 1.</p>							
EQUALITIES SCREENING							
IMPLICATIONS TO CONSIDER including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT							
STRATEGY: This involves deleting an already vacant Service Head post now that the Service Head, Culture Leisure and Learning post has been filled permanently.							

TITLE:	Management Streamlining - Adult Social Care						
DIR:	ESCW						
SERVICE:	ADULT SOCIAL CARE					REF: ESCW002	
TEAM:						LEAD OFFICER: Bozena Allen	
SAVINGS OPPORTUNITY	BASE BUDGET £000	Net Savings 15/16 £000	Net Savings 16/17 £000	Net Savings 17/18 £000	Total Saving	THEMES:	Is an EA Req?
	20,198	263	0	0	263	Lean: Downsizing Teams	Yes
FTE Reductions	451	3			3		
DETAILS OF SAVINGS OPPORTUNITY							
This opportunity would review management responsibilities within Adult social care, merging some responsibilities to reduce the number of management posts whilst ensuring effective synergies between functions. There will be a reduction in service and team manager posts.							
IMPLICATIONS TO CONSIDER including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT							
Whilst merging some responsibilities will lead to the realisation of greater synergies between different teams, this proposal will reduce management capacity within the service and increase the span of control of some remaining management posts.							
EQUALITIES SCREENING							
TRIGGER QUESTIONS	YES/NO	IF YES - please provide further details on how this impacts on each equalities groups					
Does the change reduce resources available to address inequality?	No						
Does the change reduce resources available to support vulnerable residents?	No						
Does the change involve direct Impact on front line services?	No						
CHANGES TO A SERVICE							
Does the change alter who is eligible for the service?	No						
Does the change alter access to the service?	No						
Does the change involve revenue	No						
Does the change involve a reduction or removal of income transfers to service users?	No						
Does the change affect who provides the service, i.e. outside organisations?	No						
Does the Change involve Local Suppliers being affected ?	No						
Does the change affect the Third Sector?	No						
Does the change affect Assets?	No						
CHANGES TO STAFFING							
Does the change involve a reduction in staff?	Yes	This proposal would reduce the establishment by 3 FTE staff. It is unlikely given the small scale of the reduction that there would be an adverse equalities impact although this would need to be assessed in the context of other staffing reductions that are taken forward.					
Does the change involve a redesign of the roles of staff?	Yes	The reduction in management posts will necessitate the redesign of the posts of remaining managers. There is unlikely to be a change in working patterns.					

TITLE:	Efficiency review of Community Mental Health Services						
DIR:	ESCW						
SERVICE:	ADULT SOCIAL CARE					REF: ESCW004	
TEAM:						LEAD OFFICER: Bozena Allen	
SAVINGS OPPORTUNITY	BASE BUDGET £000	Net Savings 15/16 £000	Net Savings 16/17 £000	Net Savings 17/18 £000	Total Saving	THEMES:	Is an EA Req?
	2,129	293	0	0	293	Lean: Service Re-Design and Consolidation	Yes
FTE Reductions	44.5	9			9		
DETAILS OF SAVINGS OPPORTUNITY							
<p>The community mental health service provides assessment, review and support planning to eligible adults with mental health needs. The service is jointly delivered and funded by the Council and East London Foundation Trust. A review of posts outside the core Community Mental Health Teams (CMHTs) has identified 9 posts that can be deleted without significant impact on service delivery. The posts are supplementary to the CMHTs and have been created incrementally over a number of years in a range of specialist health settings, resulting in a disjointed service with scope for consolidation. The proposal will enable us to realise savings whilst consolidating the service back into the CMHTs, and we will also be maintaining the early intervention work carried out by the Housing Link service. These efficiencies will allow the council to continue to deliver its core statutory obligations for community mental health service users and ensure that the balance of contributions between NHS and the Council properly reflects those duties.</p> <p>All Service Users will continue to receive a service but this will be delivered in a more streamlined and consistent way reducing the number of separate contacts for service users and ensuring a consistent quality of social care work. The proposal will improve services by making them more streamlined and reducing the number of different people that service users have contact with, whilst still meeting all of their mental health social care needs.</p>							
IMPLICATIONS TO CONSIDER including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT							
<p>As set out above this proposal will improve services by making them more streamlined and reduce the number of different people that service users have contact with, whilst still meeting their needs.</p> <p>This proposal would be implemented by working in partnership with East London Foundation Trust and the CCG who commission the Health component of the service.</p> <p>This proposal would be subject to organisational change processes, and some change management for staff who will need to extend their field of operation but with a greater focus on Council Core functions .</p>							
EQUALITIES SCREENING							
TRIGGER QUESTIONS	YES/NO	IF YES - please provide further details on how this impacts on each equalities groups					
Does the change reduce resources available to address inequality?	No	All Service Users will continue to receive a service but this will be delivered in a more streamlined and consistent way reducing the number of separate contracts for service users.					
Does the change reduce resources available to support vulnerable residents?	No	As above					
Does the change involve direct Impact on front line services?	Yes	We would retain the 4 community mental health teams at the current staffing levels but there will be a reduction in some posts in other teams which in the main deliver ELFT contractual functions. This will not affect the council's capacity to meet eligibility or deliver the required level of service					
CHANGES TO A SERVICE							
Does the change alter who is eligible for the service?	No						
Does the change alter access to the service?	No						
Does the change involve revenue raising?	No						
Does the change involve a reduction or removal of income transfers to service users?	No						
Does the change affect who provides the service, i.e. outside organisations?	No						
Does the Change involve Local Suppliers being affected ?	No						

Does the change affect the Third Sector?	No	
Does the change affect Assets?	No	
CHANGES TO STAFFING		
Does the change involve a reduction in staff?	Yes	There will be a reduction of 9 FTE. There are 5 vacancies in the service which provide redeployment opportunities for some of these staff. Given the small number affected it is unlikely that there will be an adverse equalities impact although this will need to be more fully assessed in the context of other staffing reductions across the Council.
Does the change involve a redesign of the roles of staff?	Yes	There will be an enhanced focus on social care work amongst the 4 council staff retained in the specialist Mental Health team and some broadening of focus in the locality CMHTs to ensure the proper discharge of the council's statutory Social Care functions. The CMHTs already provide input and cover for the wider Mental Health services so the changes will not be significant.

Budget Savings Proposals **Full Equality Analysis**

Section 1: General Information

1a) Name of the savings proposal: ESCW004 - Efficiency review of Community Mental Health Services

1b) Service area: Adult Social Care, Education, Social Care and Wellbeing

2a) In brief please explain the savings proposals and the reasons for this change

This savings opportunity proposes to make efficiency savings through service redesign and consolidation. The savings target for this proposal is £293,000 in the 2015/16 financial year. This represents 14% of the total budget.

The efficiencies outlined here are in the context of an agreement with the East London Foundation Trust (ELFT) under S113 (1A) of the Local Government Act 1972 by which 70 Council employees are seconded to work alongside ELFT employees within the ELFT Tower Hamlets Adult Community Mental Health Services.

This service provides assessment, review and support planning to eligible adults with mental health needs. This efficiency proposal enables a strengthening of the Council's focus and control with regard to its statutory service delivery for adult mental health in order to ensure a strong local oversight on effective delivery of the Council's statutory functions for vulnerable people with mental health issues in Tower Hamlets.

An opportunity for efficiency has also arisen from the success of the Mental Health accommodation strategy delivered within the work of the Mental Health Resettlement team, which has reduced the number of service users placed in residential care out of

borough and returning to live back to Tower Hamlets with the service being managed by the Community Mental Health teams instead of the resettlement teams.

This proposal will deliver savings in 2015/16, bringing the operational staffing budget in line with established posts thereby eliminating overspends. This eliminates risk to the Council from cross funded posts whilst enabling the ELFT to pick up its own cross charged posts. This proposal ensures that there is clarity as to which posts each respective organisation is responsible for funding.

The proposals provide for better alignment of services across the teams in the mental health service which will enable the service to meet the needs of service users more consistently whilst releasing efficiencies. This savings opportunity will deliver an improvement in key areas of service arrangements such as Emergency Mental Health Advice Liaison Service and the Rapid Assessment, Interface and Discharge team.

There were two responses on this proposal during the public consultation period. One response was concerned about the impact this proposal might have on the future accessibility of these services. The other response recognized that an efficient Community Health Service would be beneficial so long as the current support provision is at least maintained. This feedback is addressed in this impact assessment.

2b) What are the equality implications of your proposal?

The efficiencies proposed for 2015/16 are to be achieved whilst retaining the service levels, therefore enabling the Council to continue to deliver its core statutory obligations with no reduction in such activity for the borough's vulnerable residents. The approach also preserves the benefits for local people of the Council's long established joint working arrangement with the ELFT. These changes will enhance the focus on LBTH adult social care delivery in mental health at a time when the Trust's canvass is becoming ever wider and continues the delivery of integrated health and social care service to vulnerable service users.

The redesign of services protects the four Locality Community Mental Health Teams where the bulk of the Council's statutory functions are delivered.

All Service Users will continue to receive a service but this will be delivered in a more streamlined and consistent way reducing the number of separate contacts for service users whilst still meeting all of their Mental Health needs.

Section 3: Equality Impact Assessment

Target Groups What impact will the proposal have on specific groups of service users and staff?	Impact – Positive or Adverse	Reason(s) <ul style="list-style-type: none"> Please add a narrative to justify your claims around impacts and, Please describe the analysis and interpretation of evidence to support your conclusion as this will inform members decision making
Race	Neutral	No adverse impact identified
Disability	Positive	An improved focus on statutory functions promotes a more effective and consistent customer offer to vulnerable mental health service users. Alongside the work of integrating care and health services this will offer a streamlined support service; minimising the number of separate contacts and focusing on delivering a personalised service centred around the individual's needs, including a joined up approach to managing any comorbid conditions that the service user may have.
Gender	Neutral	No adverse impact identified

Gender Reassignment	Neutral	No adverse impact identified
Sexual Orientation	Neutral	No adverse impact identified
Religion or Belief	Neutral	No adverse impact identified.
Age	Neutral	No adverse impact identified.
Socio-economic	Neutral	No adverse impact identified.
Marriage and Civil Partnerships.	Neutral	No adverse impact identified.
Pregnancy and Maternity	Neutral	No adverse impact identified.
Other	Neutral	No adverse impact identified.

Section 4: Equality Impact Assessment Action Plan

Please list in the table below any adverse impact identified and, where appropriate, steps that could be taken to mitigate this impact.

If you consider it likely that your proposal will have an adverse impact on a particular group (s) and you cannot identify steps which would mitigate or reduce this impact, you will need to demonstrate that you have considered at least one alternative way of delivering the change which has less of an adverse impact.

If an adverse impact cannot be mitigated please describe an alternative option, its costs and the equality impact.

Adverse impact	Please describe the actions that will be taken to mitigate this impact
No adverse impacted identified for any specific target group	

Section 5: Future Review and Monitoring

Please explain how and when the actual equality impact of these changes will be reviewed and monitored. See above action plan.

TITLE:	Reconfiguration of home care services						
DIR:	ESCW						
SERVICE:	ADULT SOCIAL CARE					REF: ESCW006	
TEAM:						LEAD OFFICER: Bozena Allen	
SAVINGS OPPORTUNITY	BASE BUDGET £000	Net Savings 15/16 £000	Net Savings 16/17 £000	Net Savings 17/18 £000	Total Saving	THEMES:	Is an EA Req?
	4,030	2,021	0	0	2,021	Delivering Differently	Yes
FTE Reductions	63.25	62.25			62.25		
DETAILS OF SAVINGS OPPORTUNITY							
<p>The in house homecare service provides home care packages to adults that are eligible for social care support. This supplements the majority of provision which is externally commissioned.</p> <p>The in house service is very expensive compared to externally commissioned provision – it is also a service with a reducing number of users. This proposal would close the in house service and provide all home care packages through external providers, with an emphasis on local provision. This would create savings. Some of these savings would be reused to improve quality assurance and capacity to support the development of external providers in order to mitigate the risk that quality would deteriorate.</p> <p>The vast majority of eligible service users already receive their care through external providers. Of approximately 2,500 service users, 85 receive a service from the in house provision.</p> <p>We also have high levels of service user satisfaction for external provider users. If this service is subcontracted, robust safeguards will be put in place to ensure that the future provision embeds the borough's high standards of quality of care.</p>							
IMPLICATIONS TO CONSIDER							
including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT							
<p>The closure of the service will reduce usage of the first floor at Albert Jacob House.</p> <p>This change would require organisational change processes involving redundancy or redeployment for 62.25 staff .</p>							
EQUALITIES SCREENING							
TRIGGER QUESTIONS	YES/NO	IF YES - please provide further details on how this impacts on each equalities groups					
Does the change reduce resources available to address inequality?	No	Although the closure of the service reduces expenditure, support for eligible people will be provided through commissioned providers.					
Does the change reduce resources available to support vulnerable residents?	No	Although the closure of the service reduces expenditure, support for eligible people will be provided through commissioned providers					
Does the change involve direct Impact on front line services?	Yes	There will be a change in provider for approximately 85 out of 2,300 residents receiving home care. This does not affect eligibility.					
CHANGES TO A SERVICE							
Does the change alter who is eligible for the service?	No						
Does the change alter access to the service?	No	Home care support would continue to be provided as part of care packages to meet assessed need, but they would be provided by a different provider.					
Does the change involve revenue raising?	No						
Does the change involve a reduction or removal of income transfers to service	No						
Does the change affect who provides the service, i.e. outside organisations?	Yes	Commissioned providers would provide the required levels of support					
Does the Change involve Local Suppliers being affected ?	Yes	There will be a small increase in business for local suppliers of home care					
Does the change affect the Third Sector?	Yes	There will be a small increase in business for third sector suppliers of home care.					
Does the change affect Assets?	Yes	The home care service utilises office space at Albert Jacobs House and this will no longer be required.					
CHANGES TO STAFFING							
Does the change involve a reduction in staff?	Yes	Approximately 62.25 posts (FTE) will be affected. Further expressions of interest for voluntary redundancy would be sought and consideration would need to be given as to opportunities for remaining staff in new quality assurance and other roles or with community providers. A full EIA will be required to fully understand the staffing impact and put in place suitable mitigation.					
Does the change involve a redesign of the roles of staff?	No						

Budget Savings Proposals Full Equality Analysis

Section 1: General Information

1a) Name of the savings proposal: ESCW006 Reconfiguration of homecare services

1b) Service area: Adults Social Care, Education, Social Care and Wellbeing

Section 2: Information about changes to services

2a) In brief please explain the savings proposals and the reasons for this change

The proposed savings from this proposal are £2,021,000 during 2015/16. This represents 50% of the total budget.

The in-house homecare service provides home care packages to adults that are eligible for social care support. This supplements the majority of provision which is externally commissioned.

The in house service is very expensive compared to externally commissioned provision at £33.80 per hour compared to a basic rate of up to £14.50.

Members have previously agreed to close the In-House Homecare Service by 2016. This could be brought forward in order to deliver savings for 2015-16. Action is already in place to reduce the number of existing service users and a process of voluntary severance was undertaken in early 2013-14 resulting in 27 staff leaving the service. Closing the in-house service and providing all home care packages through external providers, with an emphasis on local voluntary sector provision, would therefore yield significant savings.

A report into the experience of disabled people in Tower Hamlets in June 2013 found that ‘people had low opinions of care staff/support workers provided through agencies and little faith that something could or would be done about them’. This presents the opportunity to use a proportion of savings (£200k) into improving quality assurance and capacity to support the development of commissioned providers in order to mitigate the concern that quality would deteriorate.

There is currently a debate at national level about the rates paid to home care providers, and the extent to which downward pressure has forced them to adopt potentially unethical workforce management practices (e.g.; zero hours contracts/ non-payment for travel time). UK Homecare Association (UKHCA) has recommended a minimum hourly rate of £15.19 to allow providers to avoid these practices. The calculation of the potential savings from this opportunity has therefore been based on the assumption that we will be paying that rate to external providers rather than the current, lower, hourly rate.

2b) What are the equality implications of your proposal?

All savings proposals have been screened for equalities relevance using the test of relevance questionnaire attached (Appendix A).

Please go back to each of the test of relevance questions and using evidence please provide a more detailed analysis of the equality impact of your proposal.

The proposal to transfer the homecare services to an external provider would bring the hourly rate paid to carers in line with London average. The new contractual

arrangements should not result in any loss of quality for service users. It is likely that this proposal will help strengthen contract monitoring between the Council and Commissioned providers as providers will be expected to demonstrate and evidence that the provision will be in compliance with quality standards.

Social care support has recently been a matter of media scrutiny due to poor standards of care and abuse. The current model of delivery offer levels of staff training, supervision and safeguarding in accordance with the councils core values, and commitment to good practice for both working conditions and customer care. If this service is subcontracted, robust safeguards are necessary to ensure that the future provision also embeds the boroughs high standards of quality of care.

Section 3: Equality Impact Assessment

With reference to the analysis above, for each of the equality strands in the table below please record and evidence your conclusions around equality impact in relation to the savings proposal.

Please list in the table below any adverse impact identified and, where appropriate, steps that could be taken to mitigate this impact. This analysis will inform the decision making process

If you consider it likely that your proposal will have an adverse impact on a particular group (s) and you cannot identify steps which would mitigate or reduce this impact, you will need to demonstrate that you have considered at least one alternative way of delivering the change which has less of an adverse impact.

If an adverse impact cannot be mitigated please describe an alternative option, its costs and the equality impact.

Target Groups What impact will the proposal have on specific groups of service users and staff?	Impact – Positive or Adverse	Reason(s) <ul style="list-style-type: none"> • Please add a narrative to justify your claims around impacts and, • Please describe the analysis and interpretation of evidence to support your conclusion as this will inform members decision making
Race	Neutral	The majority of service users in this area are white (74%), and there are commissioned services that provide services specifically for BME groups. This proposal will further ensure commissioners provider framework take into consideration the need for community languages spoken by employees, familiarisation with cultural practices, and understanding of the diversity that exists within local service users. Therefore, the needs of service users from all communities will be met where appropriate.
Disability	Neutral	All service users in this area have been assessed as having critical or substantial levels of need, and any commissioned service would continue to provide equal levels of care to meet the needs of service users.

		Therefore it is not expected that individual with a disability would be adversely impacted by the proposal.
Gender	Neutral	There is higher proportion of female service users (59%), but it is not expected that they would be disproportionately affected by the proposal.
Gender Reassignment	Neutral	There are currently no service users who have been identified as having gender reassignment.
Sexual Orientation	Neutral	Service user data does not record the sexuality of the majority of service users, but it is not expected that this proposal will have an adverse impact on users as future commissioned services will be required to demonstrate and evidence their ability to meet quality standards for fair Access, Inclusion and Diversity.
Religion or Belief	Neutral	Information about service users' religion or belief has not been provided, however it is not expected that this proposal will have an adverse impact on users as future commissioned services will be required to demonstrate and evidence their ability to meet quality standards for fair Access, Inclusion and Diversity.
Age	Adverse	There are comparable numbers of service users across the age brackets using the service, so it is not expected that this proposal will affect one particular group disproportionately. However, it is important to note that the majority of service users in this area (78%) are over 64 years of age. It is understood that many of these individuals may have built up a relationship with their carer(s) that has spanned many years, and given the intimacy of care, and age and the vulnerability of clients, this proposal will need to factor in a transition period when services are transferred to a new provider. Managing the change and continuity of care will be a key factor for this group of older service users, and it will take time to build relationships to the levels of trust and confidence which have developed over a number of years.
Marriage and Civil Partnerships	Neutral	This information is not currently recorded but it is not expected that this proposal will have an adverse impact on users as future commissioned services will be required to demonstrate and evidence their ability to meet quality standards for fair Access, Inclusion and Diversity.
Pregnancy and Maternity		Not applicable
Other		Not applicable

Section 4: Equality Impact Assessment Action Plan	
<p>Please list in the table below any adverse impact identified and, where appropriate, steps that could be taken to mitigate this impact.</p> <p>If you consider it likely that your proposal will have an adverse impact on a particular group(s) and you cannot identify steps which would mitigate or reduce this impact, you will need to demonstrate that you have considered at least one alternative way of delivering the change which has less of an adverse impact.</p>	
Adverse impact	<p>Please describe the actions that will be taken to mitigate this impact <i>(All the actions below will be included within the overall action plan for the closure of in-house homecare service).</i></p> <p>If an adverse impact cannot be mitigated please describe an alternative option, its costs and the equality impact.</p>
<p>Vulnerable service users particularly older service users may be distressed by the changes to their care arrangements, and may not welcome a change in carer. It is important to recognise that high levels of trust build up over time in the professional caring relationship, as is necessary for the delivery of a service that administers intimate care</p>	<p>It is recommended that service users are consulted in the process and once providers are identified, a handover period is managed for the transition, taking into account the sensitive nature of both the role and the transfer, and the associated risks involved.</p> <p>It will be important to involve the long term social care teams within this process, to ensure that service users are aware of their care options. It may be that changes are needed to support plans if users decide that they would prefer to take a personal budget and recruit a personal assistant. This process may be managed independently, or may require brokerage or advocacy to ensure that the rights of vulnerable individuals are explored, and they are fully involved in the decision making process.</p>

Section 5: Future Review and Monitoring
<p>Please explain how and when the actual equality impact of these changes will be reviewed and monitored. See above action plan.</p> <p>As part of the monitoring of commissioned services, service user profile information should continue to be collected and analysed to ensure that services are developed in line with identified needs.</p> <p>It is recommended that consultation is undertaken with service users 2-3 months after the transfer to collect feedback and review levels of satisfaction with the new service provision.</p>

TITLE:	Streamline support for Safeguarding Adults board						
DIR:	ESCW						
SERVICE:	ADULT SOCIAL CARE					REF: ESCW008	
TEAM:						LEAD OFFICER: Kate Bingham	
SAVINGS OPPORTUNITY	BASE BUDGET £000	Net Savings 15/16 £000	Net Savings 16/17 £000	Net Savings 17/18 £000	Total Saving	THEMES:	Is an EA Req?
	280	195	0	0	195	Lean: Service Re-Design & Consolidation	Yes
FTE Reductions	5	2			2		
DETAILS OF SAVINGS OPPORTUNITY							
<p>The Safeguarding Adults Board oversees and co-ordinates activity in relation to protecting vulnerable adults across all key partners in the borough. It is not currently statutory, but will become so when the Care Act is implemented. The board is currently supported by a standalone team but a recent review of support functions across ESCW identified synergies with the support provided to the Local Safeguarding Children Board (LSCB) which is currently managed as part of the SPP function.</p> <p>This opportunity proposes taking advantage of these synergies by joining up support to the two boards, whilst maintaining some specialist policy and advisory capacity. This would strengthen support for both boards whilst releasing efficiency savings by streamlining some of the support function. It would also help to strengthen links with the Health and Wellbeing Board which is currently supported within SPP.</p>							
IMPLICATIONS TO CONSIDER including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT							
<p>This proposal offers an opportunity to improve governance of safeguarding by improving the links between adults and children's boards. The proposal also offers the opportunity to address recent changes in activity as a result of the Mental Capacity Act and in response to the impending change to statutory provision for Safeguarding Adults; with a re-alignment of functions to better address operational and policy/governance issues.</p>							
EQUALITIES SCREENING							
TRIGGER QUESTIONS	YES/NO	IF YES - please provide further details on how this impacts on each equalities groups					
Does the change reduce resources available to address inequality?	No						
Does the change reduce resources available to support vulnerable residents?	No						
Does the change involve direct Impact on front line services?	No						
CHANGES TO A SERVICE							
Does the change alter who is eligible for the service?	No						
Does the change alter access to the service?	No						
Does the change involve revenue raising?	No						
Does the change involve a reduction or removal of income transfers to service users?	No						
Does the change affect who provides the service, i.e. outside organisations?	No						
Does the Change involve Local Suppliers being affected?	No						
Does the change affect the Third Sector?	No						
Does the change affect Assets?	No						
CHANGES TO STAFFING							
Does the change involve a reduction in staff?	Yes	Due to the small number of staff affected this proposal is unlikely by itself to have an adverse equalities impact. However, this would need to be more fully assessed within the context of other staff changes being proposed across the Council.					
Does the change involve a redesign of the roles of staff?	Yes	Some staff will have changes to their job roles to support more than one board but this will have no effect on working patterns and will not have an adverse equalities impact.					

TITLE:	Management Streamlining Children's Social Care						
DIR:	ESCW						
SERVICE:	Children's Social Care				REF: ESCW009		
TEAM:					LEAD OFFICER: Steve Lidicott		
SAVINGS OPPORTUNITY	BASE BUDGET £000	Net Savings 15/16 £000	Net Savings 16/17 £000	Net Savings 17/18 £000	Total Saving	THEMES:	Is an EA Req?
Management Streamlining	40,052	380	0	0	380	Lean: Downsizing Teams	Yes
FTE Reductions	528	5			5		
DETAILS OF SAVINGS OPPORTUNITY							
This opportunity proposes reviewing management posts across the children's social care teams to achieve a reduction of 2 service manager posts, 2 group manager posts and 1 team manager post. Remaining management posts will be reviewed to ensure consistency in the breadth of the portfolio and the number of reporting lines, and also to take better advantage of synergies between teams that are currently separate.							
IMPLICATIONS TO CONSIDER including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT							
The reduction in management capacity in this high risk service area will have to be considered carefully and mitigation put in place to address any increased risks. Changes would be subject to organisational change process.							
EQUALITIES SCREENING							
	YES/NO	IF YES - please provide further details on how this impacts on each equalities groups					
Does the change reduce resources available to address inequality?	No	This proposal would continue existing services but make reductions in the number of management posts so does not affect resources directly addressing inequality					
Does the change reduce resources available to support vulnerable residents?	No						
Does the change involve direct impact on front line services?	No						
CHANGES TO A SERVICE							
Does the change alter who is eligible for the service?	No						
Does the change alter access to the service?	No						
Does the change involve revenue	No						
Does the change involve a reduction or removal of income transfers to service	No						
Does the change affect who provides the service, i.e. outside organisations?	No						
Does the Change involve Local Suppliers being affected ?	No						
Does the change affect the Third Sector?	No						
Does the change affect Assets?	No						
CHANGES TO STAFFING							
Does the change involve a reduction in staff?	Yes	5 out of 528 posts across Children's Social Care will be reduced. Given the small number this is unlikely to have disproportionate impact but would need to be assessed in the context of other staffing reductions across the Council.					
Does the change involve a redesign of the roles of staff?	Yes	Some remaining management posts would need to be redesigned to include wider spans of control. This is unlikely to have disproportionate impact.					

TITLE:		Reconfiguring children's homes					
DIR:		ESCW					
SERVICE:		Children's Social Care				REF: ESCW0012	
TEAM:		LEAD OFFICER: Steve Lidicott					
SAVINGS OPPORTUNITY	BASE BUDGET £000	Net Savings 15/16 £000	Net Savings 16/17 £000	Net Savings 17/18 £000	Total Saving	THEMES:	Is an EA Req?
Reconfiguring children's homes	1,509	600	0	0	600	De-commissioning, Reducing services	Yes
FTE Reductions	33	13			13		
DETAILS OF SAVINGS OPPORTUNITY							
<p>The Council currently operates two children's homes and this proposal involves closing one of the children's homes. Both have 6 beds but are not fully utilised, resulting in a significant number of empty beds. The average occupancy rate between December 2013 and November 2014 across the two children's homes is 45% . This proposal would reduce the provision of in-borough children home placements from 12 to 6, which would be sufficient for the current levels of occupancy.</p> <p>All children who are assessed by a social worker as requiring a placement are referred to the Children's Placement Team who broker a suitable placement. If this proposal is adopted, this process would remain the same and the child would be placed in the most suitable available accommodation. In keeping with the current process, unless the care plan for the child specifically identifies residential placement the child would be provided with accommodation in a foster care or a family placement in the first instance. The Council would still maintain its obligations under the government's Sufficiency Duty to place children within borough or where this is not possible within 20 miles of the borough unless the specific needs of a particular child indicates placement at a distance is more appropriate.</p>							
IMPLICATIONS TO CONSIDER							
<p>including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT</p> <p>This proposal would release an asset that could yield a capital receipt or be used for alternative use. The proposal does not at this stage quantify the value of the asset. The proposal would require organisational change processes and consultation with service users. Some service users may need to move to alternative accommodation although residents are not long term.</p>							
EQUALITIES SCREENING							
	YES/NO	IF YES - please provide further details on how this impacts on each equalities groups					
Does the change reduce resources available to address inequality?	No	Although the change would mean reducing our in house capacity, this is underused and, if required, external provision would be sourced. Any child requiring a residential placement would continue to have one					
Does the change reduce resources available to support vulnerable residents?	No	As Above					
Does the change involve direct Impact on front line services?	Yes	All children requiring residential placements will continue to be placed in suitable accommodation.					
CHANGES TO A SERVICE							
Does the change alter who is eligible for the service?	No						
Does the change alter access to the service?	No						
Does the change involve revenue raising?	No						
Does the change involve a reduction or removal of income transfers to service users?	No						
Does the change affect who provides the service, i.e. outside organisations?	No						
Does the Change involve Local Suppliers being affected ?	No						
Does the change affect the Third Sector?	No						
Does the change affect Assets?	Yes	One children's home would be closed resulting in an asset which could be used for alternative purposes or disposed of. There is a further opportunity to redevelop the remaining children's home.					
CHANGES TO STAFFING							
Does the change involve a reduction in staff?	Yes	There would be a reduction of 13 FTE staff. The impact of this would need to be fully assessed through an EIA.					
Does the change involve a redesign of the roles of staff?	No						

Budget Savings Proposals Full Equality Analysis:

Section 1: General Information

1a) Name of the savings proposal: ESCW 012: Reconfiguring Children's Homes

1b) Service area: Children's Social Care, Education, Social Care and Wellbeing

Section 2: Information about changes to services

2a) Description of savings proposals and the reasons for this change

Reconfiguring Children's Homes

The proposed saving for this savings proposal is £600,000 in the 2015/16 financial year. This represents 40% of the total budget.

The Council currently operates two children's homes and this proposal involves closing one of the children's homes. Each home currently has three residents although this is subject to change should any emergency requests for in house residential provision arise. This proposal would reduce the provision of in-borough children home placements from 12 to 6.

Looked after children requiring placements would continue, as now, to be placed in the most suitable available accommodation. Unless the care plan for the child specifically identifies residential placement this would follow the existing process of being provided with accommodation in a foster care or a family placement in the first instance. We would still maintain our obligations under the government's Sufficiency Duty to place children within borough or where this is not possible within 20 miles of the borough unless the specific needs of a particular child indicates placement at a distance is more appropriate.

2b) What are the equality implications of your proposal?

Does the change reduce resources available to address inequality?

No. Staffing levels would be reduced by a total of 12 FTE within the Children's Social Care Resources service area, however, all children who required accommodation would still be provided with appropriate accommodation.

Does the change reduce resources available to support vulnerable residents?

Yes. The Children's Homes provide accommodation to young people who have become looked after and are deemed in need of a residential placement. Currently, there are 12 beds in local authority run children's homes and the proposal is to reduce this to 6. The homes are both under-utilised and generally do not have more than 6 residents at a time (in recent times there have been occasions when there have been 7 residents but this has been for very short periods), however this proposal would reduce the ability to respond to a change in this situation.

Looked after children requiring placements would continue, as now, to be placed in the most suitable available accommodation. Unless the care plan for the child specifically identifies residential placement this would follow the existing process of being provided with accommodation in a foster care or a family placement in the first instance. LBTH would still maintain our obligations under the government's Sufficiency Duty to place children within borough or where this is not possible within 20 miles of the borough unless the specific needs of a particular child indicates placement at a distance is more appropriate.

It is not envisaged that this proposal would have a negative impact on the existing users of the two children's homes.

Concerns were raised via the public consultation that placing a child up to 20 miles away would make it more difficult for families to maintain contact. Currently, the majority of children in residential placements are placed outside of the borough and arrangements are made to ensure that they maintain close relationships with their families. For example, the LA will pay for travel in some circumstances and facilitate home visits. As the proposal aims to reflect a current under-utilisation of the resource, children who are most in need of the placement in the borough should still be able to be placed there.

In consultation with the service users, the overriding view was that they did not want to leave the place that they considered to be their home. There are currently 6 young people in placement. The care plans are such that it is unlikely that any will have to move from one children's home to the other. In order to mitigate the impact on new residents, once the decision is taken as to which home to close, the young people should be placed in the home that is to remain open.

Does the change alter who is eligible for the service?

No. Eligibility is statutory.

Does the change alter access to the service?

No. If individuals are eligible for the service they can access it – this is a statutory obligation on the local authority and this will continue.

Does the change involve revenue raising?

Yes, there is a strong possibility that whichever children's home is closed will be sold. This would lead to a one off capital receipt.

Does the Change involve a reduction or removal of income transfers to service users?

No

Section 3: Equality Impact Assessment

With reference to the analysis above, for each of the equality strands in the table below please record and evidence your conclusions around equality impact in relation to the savings proposal.

Please list in the table below any adverse impact identified and, where appropriate, steps that could be taken to mitigate this impact. This analysis will inform the decision making process

If you consider it likely that your proposal will have an adverse impact on a particular group (s) and you cannot identify steps which would mitigate or reduce this impact, you will need to demonstrate that you have considered at least one alternative way of delivering the change which has less of an adverse impact.

If an adverse impact cannot be mitigated please describe an alternative option, its costs and the equality impact.

Target Groups What impact will the proposal have on specific groups of service users and staff?	Impact – Positive or Adverse	Reason(s) Please add a narrative to justify your claims around impacts and, Please describe the analysis and interpretation of evidence to support your conclusion as this will inform members decision making
Race	Neutral	<u>Analysis</u> From the anticipated impact of the proposal there is no evidence that it will negatively impact any specific race group. The racial background of service users is broadly representative of the Tower Hamlets.
Disability	Neutral	<u>Service User Profile</u> The local authority children’s homes are not designated for children with a permanent and substantial disability. Therefore it is unlikely that it would be considered the most appropriate placement for a child who met the criteria for the Children with Disabilities Team. However, there have been in the past and are currently children placed there who have more minor disabilities. <u>Analysis</u> The Local Authority will continue to identify and provide the most appropriate placement to children dependent on their specific needs. There is no evidence of any negative impact on children who have a disability.
Gender	Neutral	<u>Analysis</u> From the anticipated impact of this proposal there is no evidence that it will negatively impact any specific Gender group. The gender of service users is broadly representative of the Tower Hamlets.

Gender Reassignment	Neutral	There is no Service User data on Gender Reassignment. From the anticipated impact of the four proposals there is no evidence that it will negatively impact any gender reassignment group.
Sexual Orientation	Neutral	There is no Service User data on sexual orientation. From the anticipated impact of the four proposals there is no evidence that it will negatively impact any sexual orientation group.
Religion or Belief	Neutral	From the anticipated impact of the proposal there is no evidence that it will negatively impact any specific Religious or belief group.
Age	Neutral	<u>Analysis</u> The residents of the two children's homes tend to be at the upper range of the age profile. The Local Authority will continue to identify and provide the most appropriate placement to children dependent on their specific needs. There is no evidence of any negative impact by age.
Socio – economic	Neutral	Research indicates that children known to Children's Social Care are more likely to be from an economically deprived background and any change to provision will have more of an impact on children from poorer families. As the proposal is to reduce the number of beds in line with service need, it does not appear that this will have an adverse impact.
Marriage and civil Partnership	Neutral	Not relevant
Pregnancy and Maternity	Neutral	Not relevant
Other	Neutral	Not relevant

Section 4: Equality Impact Assessment Action Plan

Please list in the table below any adverse impact identified and, where appropriate, steps that could be taken to mitigate this impact.

If you consider it likely that your proposal will have an adverse impact on a particular group (s) and you cannot identify steps which would mitigate or reduce this impact, you will need to demonstrate that you have considered at least one alternative way of delivering the change which has less of an adverse impact.

Adverse Impact	Please describe the actions that will be taken to mitigate this impact
No adverse impact is identified.	

TITLE:		Review of non - statutory independent reviewing functions					
DIR:		ESCW					
SERVICE:		Children's Social Care				REF: ESCW0013	
TEAM:		LEAD OFFICER: Steve Lidicott					
SAVINGS OPPORTUNITY	BASE BUDGET £000	Net Savings 15/16 £000	Net Savings 16/17 £000	Net Savings 17/18 £000	Total Saving	THEMES:	Is an EA Req?
Non- statutory independent reviewing functions	2,156	289	0	0	289	De-commissioning, Reducing services	Yes
FTE Reductions	14	2			2		
DETAILS OF SAVINGS OPPORTUNITY							
We are required by law to have Independent Reviewing Officers (IROs) for child protection and Looked After Children cases but not Child in Need plans, which whilst vulnerable are not our most in need cases.							
This proposal will entail reviews being led by frontline social work teams. Reviews will still be undertaken and this proposal does not reduce resources for casework in the social work teams. To ensure that we continue to manage cases effectively and that there is no risk to children, social care management will periodically seek independent assurance around the quality of reviews from other review agencies and also from the council's internal audit function, and ensure soundness and adequacy of systems and controls. Specific training and/or measures will be undertaken to ensure that the role is embedded within their team/s.							
IMPLICATIONS TO CONSIDER including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT							
If this opportunity is implemented, measures will be implemented to mitigate against the risk that the reduction in independent oversight compromises the quality of casework. Independent assurance will periodically be sought around the quality of reviews and adequacy of systems from other review agencies and also from the Council's internal audit function.							
EQUALITIES SCREENING							
	YES/NO	IF YES - please provide further details on how this impacts on each equalities groups					
Does the change reduce resources available to address inequality?	No						
Does the change reduce resources available to support vulnerable residents?	No	The proposal removes our capacity to carry out independent reviewing of child in need cases and foster placements. These cases will still be reviewed, but not independently of the frontline social work service. Resources will still be provided as required to meet needs.					
Does the change involve direct impact on front line services?	No						
CHANGES TO A SERVICE							
Does the change alter who is eligible for the service?	No						
Does the change alter access to the service?	No						
Does the change involve revenue raising?	No						
Does the change involve a reduction or removal of income transfers to service users?	No						
Does the change affect who provides the service, i.e. outside organisations?	No						
Does the Change involve Local Suppliers being affected?	No						
Does the change affect the Third Sector?	No						
Does the change affect Assets?	No						
CHANGES TO STAFFING							
Does the change involve a reduction in staff?	Yes	There will be a reduction in staff of 2 FTE. It is unlikely that this will have a disproportionate impact but it will need to be assessed in the context of reductions taking place elsewhere in the council.					
Does the change involve a redesign of the roles of staff?	Yes	Social work teams will lead reviews of CIN cases and foster placements. This is unlikely to have a disproportionate equalities impact.					

Budget Savings Proposals

Full Equality Analysis

Section 1: General Information

1a) Name of the savings proposal

ESCW013: Review of non-statutory independent reviewing functions

1b) Service area

Children's Social Care, Education, Social Care and Wellbeing

Section 2: Information about changes to services

2a) In brief please explain the savings proposals and the reasons for this change

The proposed savings target for this proposal is £289,000 in the 2015/16 financial year. This represents 13% of the total budget for child protection and reviewing.

Children's Independent Reviewing Officers undertake quality assurance of cases involving our most vulnerable children. In Tower Hamlets, this includes the independent chairing of Child Protection case conferences and Strategy Meetings, Looked After Children Reviews, Child in Need (CIN) Reviews and reviews of foster placements. The remit also extends to young women subject to sexual exploitation, those placed in two of the borough's residential units, those subject to pre-proceedings process and children subject to complex section 47 investigations. The role is statutory for all the functions except that of the independent reviewing of Child in Need plans. While the CIRO's are independent from the social work teams and do not have line management responsibility for the cases that they are reviewing, they are still council employees and as such are not fully independent.

It is proposed to remove independent reviews of Child in Need cases from the responsibilities of these staff, which would reduce the staffing requirement by 3 FTE. This will entail reverting to previous practice of reviews being led by frontline social work teams. Cases that were previously reviewed by CIRO's would still be reviewed within the frontline social work teams.

Children's social care has a total of 15 Independent Reviewing Officers, out of which some have a predominant focus on Child in Need cases and others a focus on CIN cases as well as the chairing of Child Protection conferences, conducting Foster Carer Reviews and Independent Residential Inspections.

2b) What are the equality implications of your proposal?

All savings proposals have been screened for equalities relevance using the test of relevance questionnaire attached (Appendix A).

Please go back to each of the test of relevance questions and *using evidence* please provide a more detailed analysis of the equality impact of your proposal.

This involves looking at the equality profile of the staff expected to be affected by the changes, as well as the equality profile of the service users.

This proposal will affect the Independent Reviewing Officers of CIN cases, foster carers and residential inspections, the impact of which will be looked at separately. The effect will also extend to existing frontline staff taking on an additional task of reviewing CIN cases, as this may add pressure to their existing workload.

The recommendation that CIN cases are reviewed, despite there being no statutory requirement to do so, came from the outcome of a 2005 CSCI Inspection which highlighted concerns about a lack of priority being given to these cases. The report was critical of the oversight in these cases and identified occasions when there had been significant drift as well as escalation to a CP Plan. As a result, the current system of independent reviewing officers for non-statutory work was implemented in 2006.

Since the current system was established, the practice of multi-agency reviews for child in need cases has become fully embedded. In addition, the establishment of the Principal Social Worker role has brought greater understanding of the social work role and areas for improvement, following the national review of child protection practice undertaken by Professor Eileen Munro. The work of the Principal Social Worker has identified a need to better empower social workers (in line with Professor Munro's findings) and remove some of the additional bureaucracy created by the current reviewing system. The view is that this will lead to a more focused and timelier CiN service. The Principle Social worker will ensure that there is effective oversight of practice following the removal of independent reviewing officers for children in need

All Independent Reviewing Officers oversee cases involving vulnerable children and young people whose welfare is assessed as being impaired in some way, who have suffered or are at risk of suffering significant harm and who therefore require intervention. In terms of impact to the community, the reduction of the posts will change the way we manage CIN cases. Although the reviewing of CIN cases could be undertaken by highly skilled frontline team or practice managers within social care, the reviewing will not be independent. Child in Need cases include vulnerable children, often on the cusp of child protection.

Currently Child in Need Plans are reviewed in a multi-agency format. The input of partner agencies is an essential element of the reviewing process. There needs to be a mechanism to ensure that this happens, both to obtain a holistic understanding of the case, and to assuage professional anxiety. Professionals who feel that they are not fully aware of the status of a CIN case are likely to press for an escalation to a CP Plan if they feel that progress is not being made. Review meetings should continue to be convened in a multi-agency format, albeit managed from within the social work teams rather than independently. Key members of the family's network must still be invited to attend these meetings and to feedback with any changes or concerns as they do currently.

The number of children becoming Looked After and subject to Child Protection Plans has increased and the number of case conferences requiring an independent chair is increasing year on year. The number of these conferences over the past years is set out below:

- 2011: 493
- 2012: 550
- 2013: 589
- 2014: 660 conferences projected based on current performance.

There is a risk that Child in Need social work would lose priority as compared to Child Protection cases and cases concerning Looked After Children. This could potentially lead to some of these cases escalating and therefore requiring a Child Protection Plan. To add some further context, there are currently 1251 children identified as Child in Need, compared to Looked After Children (313) and the number of Children with Child Protection Plans (365). The number of children in foster placements is 253. The high number of CIN cases gives an indication of the scale of quality assurance needed over such cases. Without independent monitoring, there is a risk of drift in the implementation of the Child in Need plans leading to children being open for longer than necessary. Previous experience has shown that the lack of formal independent reviewing of CIN cases leads to increased anxiety among agencies and to increased pressure for Child Protection Plans. However, the benefits from removing this additional layer, the fact that reviewing practice is now better embedded, and the oversight of our Principal Social worker will effectively mitigate against these risks.

As further mitigation, social care management will periodically seek independent assurance around the quality of reviews from other review agencies and also from the Council's internal audit function, and ensure soundness and adequacy of systems and controls.

It is essential that ensuring reviews take place becomes a regular part of the managers' role and that cases continue to be reviewed regularly, albeit not independently. We will ensure that CIN cases are given adequate attention so that they are not allowed to drift and that any deterioration in the family situation is identified and addressed at the earliest stage.

Independent Reviewing Officers play a key role in delivering training around risks and safeguarding to a range of staff including members of the Local Safeguarding Children's Board. The remit of their work also extends to the provision of targeted service to Bangladeshi families, support around sexual exploitation and domestic violence. The reduction in the posts could therefore impact on the delivery of training, and therefore reduce the support available to support professional development around safeguarding, and support in other areas of work would be affected too. However, we continue to invest significantly in learning and development on safeguarding and employ specific staff to oversee this. Any training responsibilities will be absorbed in existing posts.

The public consultation highlighted concerns that a lack of independent oversight and the risk that this could potentially pose. The proposal allows for this, by recommending that Child in Reviews are chaired by managers who do not have direct responsibility for the case, that oversight of practice is maintained by the Principal Social Worker, and that periodic independent assurance is put in place. There was also concern that this proposal could lead to cases being allowed to drift. The proposal recommends that additional safeguards be put in place to ensure that this does not happen.

Section 3: Equality Impact Assessment

With reference to the analysis above, for each of the equality strands in the table below please record and evidence your conclusions around equality impact in relation to the savings proposal.

Please list in the table below any adverse impact identified and, where appropriate, steps that could be taken to mitigate this impact. This analysis will inform the decision making process

If you consider it likely that your proposal will have an adverse impact on a particular group (s) and you cannot identify steps which would mitigate or reduce this impact, you will need to demonstrate that you have considered at least one alternative way of delivering the change which has less of an adverse impact.

If an adverse impact cannot be mitigated please describe an alternative option, its costs and the equality impact

Target Groups What impact will the proposal have on specific groups of service users and staff?	Impact – Positive or Adverse	Reason(s) <ul style="list-style-type: none"> • Please add a narrative to justify your claims around impacts and, • Please describe the analysis and interpretation of evidence to support your conclusion as this will inform members decision making
Race	Neutral	<p>The table in Appendix 1 shows that the majority of children subject to independent reviewing due to the nature of their cases are of Bangladeshi background. This is broadly representative of the racial profile of the borough and as such does not appear to negatively impact on one particular race. The BME population has a younger age profile than the white population which partially accounts for the higher proportion of Bangladeshi children subject to CP/CIN Plans. The proposal does not change the eligibility criteria and the children's cases will still be reviewed.</p>

Disability	Neutral	12% of the CIN cohort are children and young people with a disability. There is no adverse impact to this group as all children identified as Child in Need will be affected equally.
Gender	Neutral	There is no adverse impact to this group, although any reduced support to females affected by sexual exploitation will be affected by the change.
Gender Reassignment	Neutral	There is no adverse effect to this group.

Sexual Orientation	Neutral	There is no adverse effect to this group.
Religion or Belief	Neutral	46 % of children subject to Child in Need Plans are currently Muslim. This group is slightly over-represented when compared to the overall profile of the borough. However, there is a younger age profile amongst the BME population which partially accounts for the difference.
Age	Neutral	There is no adverse impact on this group as the split between the older cohort of CIN (9-18) and the younger cohort (0-9) is approximately equal.
Socio-economic	Neutral	Children who become known to Children's Social Care, are by their nature more vulnerable. They will all have some additional needs which has led to their being allocated a social worker. There is evidence that children who come from economically deprived backgrounds are more likely to be known to Children's Social Care, therefore any proposals which impact on the delivery of CSC services are more like to have an additional impact on poorer families. However this specific proposal is about changing the way that cases are reviewed and as the plan is for there still to be a review process there should not be a significant impact on any particular socio-economic group.
Marriage and Civil Partnerships.	Neutral	There is no adverse effect to this group.
Pregnancy and Maternity	Neutral	There is no adverse effect to this group.

Section 4: Equality Impact Assessment

Action Plan

Please list in the table below any adverse impact identified and, where appropriate, steps that could be taken to mitigate this impact.

No adverse impact has been identified as a result of this proposal.

Section 5: Future Review and Monitoring

Please explain how and when the actual equality impact of these changes will be reviewed and monitored.

- 1) A Senior Manager be designated to oversee CIN Plans and ensure that reviews are taking place in a timely and effective manner
- 2) Regular monitoring to take place to ensure that any increase in CP Plan activity is not linked to the change in review process for Children subject to CIN Plans. The first such review to take place within three months of implementation of the new system. This could be achieved through the introduction of a CIN plan panel chaired by s senior manager.
- 3) Regular monitoring to ensure that there continues to be no adverse impact in respect to equalities.

Appendix 1- Child in Need Cases by Ethnicity

Ethnicity	Number
Asian (Any Other Asian Background)	25
Asian (Bangladeshi)	574
Asian (Indian)	6
Asian (Pakistani)	22
Black (African)	46
Black (Any Other Black Background)	17
Black (Caribbean)	29
Black (Somali)	31
Mixed (Any Other Mixed Background)	58
Mixed (White & Asian)	34
Mixed (White & Black African)	9
Mixed (White & Black Caribbean)	49
Other (Any Other Ethnic Group)	15
Other (Chinese)	7
Other (Information Not Yet Obtained)	13
Other (Refused)	1
Other (Vietnamese)	7
White (Any Other White Background)	52
White (White - British)	189
White (White - Irish)	7
Not Recorded	60
Grand Total	1251

Appendix 2- Child in Need Cases by Religion

Religion	Number
Buddhist	1
Christian	179
Jewish	3
Muslim	580
No Religion	37
Not Stated	108
Other Religion	3
Sikh	1
Not Recorded	339
Grand Total	1251

TITLE:	Streamline management in YOT						
DIR:	ESCW						
SERVICE:	Children's Social Care					REF: ESCW0016	
TEAM:						LEAD OFFICER: Steve Lidicott	
SAVINGS OPPORTUNITY	BASE BUDGET £000	Net Savings 15/16 £000	Net Savings 16/17 £000	Net Savings 17/18 £000	Total Saving	THEMES:	Is an EA Req?
Streamline management costs in YOT	804	188	0	0	188	Lean: Downsizing Teams	Yes
FTE Reductions	41	2			2		
DETAILS OF SAVINGS OPPORTUNITY							
This proposal represents a reduction in the current management structure within YOT. The proposal would remove 1 service manager post and 1 other post. This will enable the current level of service to be maintained and improve with other services that provide support to young people and their families.							
IMPLICATIONS TO CONSIDER including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT							
This is a core statutory service, and the proposal would result in a reduction in management capacity which would need to be carefully managed to avoid any adverse impact. Improving links within the service will enable us to continue to provide effective support. The change will require organisational change process to be followed. As stated above the impact on the service of a reduction in management capacity would need to be carefully considered.							
EQUALITIES SCREENING							
	YES/NO	IF YES - please provide further details on how this impacts on each equalities groups					
Does the change reduce resources available to address inequality?	No	The proposal reduces management posts but would retain the current level of service					
Does the change reduce resources available to support vulnerable residents?	No						
Does the change involve direct impact on front line services?	No						
CHANGES TO A SERVICE							
Does the change alter who is eligible for the service?	No						
Does the change alter access to the service?	No						
Does the change involve revenue raising?	No						
Does the change involve a reduction or removal of income transfers to service users?	No						
Does the change affect who provides the service, i.e. outside organisations?	No						
Does the Change involve Local Suppliers being affected?	No						
Does the change affect the Third Sector?	No						
Does the change affect Assets?	No						
CHANGES TO STAFFING							
Does the change involve a reduction in staff?	Yes	There will be a reduction in staffing of 2 FTE. Given the small number it is unlikely that this would have disproportionate impact on any equalities groups but this would need to be assessed in the context of other staffing reductions across the Council.					
Does the change involve a redesign of the roles of staff?	Yes	Some remaining management posts would need to be changed to expand span of control. This is unlikely to have disproportionate impact on any equalities group.					

TITLE:	Reconfigure Mental Health Day Opportunities						
DIR:	ESCW						
SERVICE:	Commissioning & Health, Mental Health and Joint				REF: ESCW024		
TEAM:					LEAD OFFICER: Richard Fradgley		
SAVINGS OPPORTUNITY	BASE BUDGET £000	Net Savings 15/16 £000	Net Savings 16/17 £000	Net Savings 17/18 £000	Total Saving	THEMES:	Is an EA Req?
Reconfiguration of Mental Health day opportunities	1,070	167	0	0	167	Lean: Service Re-Design and Consolidation	Yes
FTE Reductions	11	3			3		
DETAILS OF SAVINGS OPPORTUNITY							
<p>This proposal would deliver savings through greater efficiency at Pritchard's Road Day Centre combined with efficiencies in commissioned services. Over recent years there has been reduced demand against the capacity of the service. This is due to a number of factors linked to personalisation and alternative options available in the community for people using personal budgets.</p> <p>A small reduction in Council employed staff (3 FTE) will not impact on the ability of the staff team to continue to meet current levels of demand. This reduction will be achieved by vacancy deletion, redeployment and voluntary redundancy. Existing service users will continue to receive services in line with choices made through the support planning process.</p> <p>Further opportunities will be explored to make better use of capacity at Pritchard's Road as part of the wider programme of work to redesign mental health recovery and wellbeing services. Some existing services have been decommissioned and other services will be procured from the voluntary sector by July 2015.</p>							
IMPLICATIONS TO CONSIDER							
including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT							
The Tower Hamlets Health and Wellbeing Board approved the Mental Health Strategy for the borough in February 2014 which included delivery of a new model for mental health day opportunities. This proposal is in line with that strategy.							
EQUALITIES SCREENING							
	YES/NO	IF YES - please provide further details on how this impacts on each equalities groups					
Does the change reduce resources available to address inequality?	No	The changes aim to maintain access to a range of opportunities with a reduced budget.					
Does the change reduce resources available to support vulnerable residents?	No	As above					
Does the change involve direct impact on front line services?	Yes	Services will change to maintain a range of activities in line with service user choice					
CHANGES TO A SERVICE							
Does the change alter who is eligible for the service?	No						
Does the change alter access to the service?	No						
Does the change involve revenue raising?	No						
Does the change involve a reduction or removal of income transfers to service users?	No						
Does the change affect who provides the service, i.e. outside organisations?	No						
Does the Change involve Local Suppliers being affected ?	Yes	Further opportunities will be explored to make better use of capacity at Pritchard's Road as part of the wider programme of work to redesign mental health recovery and wellbeing services. These services will be procured from the voluntary sector by July 2015.					
Does the change affect the Third Sector?	Yes	As above					
Does the change affect Assets?	No						
CHANGES TO STAFFING							
Does the change involve a reduction in staff?	Yes	There is likely to be an impact on staffing levels as a result of reviewing the in house provision. The level of impact will be assessed as part of the review, and an EIA will be required.					
Does the change involve a redesign of the roles of staff?	Yes	As above					

Budget Savings **Proposals** **Full Equality Analysis**

Section 1: General Information

1a) Name of the savings proposal: 024 Reconfiguration of mental health day opportunities

1b) Service area: Commissioning & Health, Education, Social Care and Wellbeing

Section 2: Information about changes to services

2a) In brief please explain the savings proposals and the reasons for this change

The London Borough of Tower Hamlets and the NHS Tower Hamlets Clinical Commissioning Group (CCG) work jointly to commission a range of mental health day opportunities and community support services.

At present £1.57 million is currently invested in the local voluntary sector and a further £0.5 million to provide Pritchard's Road Day Centre (PRDC). Eleven local mental health organisations provide a range of services including:

- Group support and activities
- 1:1 mental health support
- Welfare advice
- Support into employment
- Sheltered training scheme
- Culturally specific advice and support.

The proposal is to deliver savings of up to £167k from the overall budget. A saving of £65k will be made from services which have already been decommissioned. The remaining £102k will be delivered by redesigning services at Pritchard's Road Day Centre (PRDC).

Pritchard's Road Day Centre

The vision is to develop an innovative, sustainable service for the future. The following approach is proposed for further development within the context of reducing costs and providing a financially viable service.

- *Community Bridge Building:* The aim would be to re-position Pritchard's Road as a place to offer access to a wealth of opportunities within the centre and in the community. This would create innovative new partnerships to develop supported pathways. This would reduce barriers, tackle stigma acting as to bridge the gap between supported mental health services and mainstream opportunities.
- *Co-Location of Services:* This approach would bring new resources into the Centre opening up further opportunities for existing and future clients. New services would be made available at Centre by voluntary sector providers in addition to Council staff. This would be commissioned as part of the recovery and wellbeing services to be commissioned.

The rationale for proposing this approach

In Tower Hamlets, there are approximately 35,000 people with common mental health disorders, 15,000 with anxiety and depression and around 2,500 people diagnosed with a severe long term mental illness. Over 45% of people claiming unemployment benefits due to ill-health in Tower Hamlets do so because of mental health problems. There are approximately 440 services users in receipt of FACS eligible long term support services who suffer from mental health issues.

Mental health day opportunities have been provided by the voluntary sector and the Council for many years. These services support around 1000 individuals each year. These services help people to stay well, reduce isolation; and risk of relapse, in addition to helping people learn new skills and find employment.

A review of current spend, service use and demand shows roughly 25% of the total £2.07 million budget available for mental health day opportunities is allocated to PRDC. This amounts to £500k to support around 92 registered service users each year. Although service user feedback is positive and the services are valued by those using them, there are a number of factors which suggest better value for money may be achieved:

- There has been a steady decrease in the number of service users at Pritchard's Road over the last 3 years which means the Centre consistently runs under capacity. Further work is underway to assess the viability of maintaining current service levels within a reduced budget.

Pritchard's Road Day Centre is presently underutilised as a result of changing demand and alternative choices made by service users. This means there are high quality facilities and available space which more people could benefit from by bringing in additional resources which are already funded. This approach would aim to increase the range of potential options available for current clients without the need for any service reduction provided by Council staff. The current PRDC budget is based on providing a service for up to 50 attendees each day. Recent data shows an average of 24 attendances per day.¹

2b) What are the equality implications of your proposal?

The proposed changes will impact adults of working age with a disability relating to a diagnosed mental illness. This applies to both current and potential clients of PRDC in the future.

Ultimately, the key equality strand that has been identified for analysis in relation to the proposal is 'Disability' related to Mental illness.

The current proposals provide an excellent opportunity to reshape services to ensure a degree of choice, to demand more of the services commissioned, and to be able to engage with the largest percentage of the borough who have been affected by mental health illnesses. A summary of the implications are provided below.

¹ Based on attendance data for each day of September 2014.

Potential implications:

1. PRDC Service Provision Maintained:

If proposals to redesign the service at PRDC are agreed, the proposed approach would maintain current service provision for current users and establish a viable service for the future. The aim would be to re-position PRDC as a place to offer access to a wealth of opportunities within the Centre and in the community. This would create innovative new partnerships to develop supported pathways. This would reduce barriers, tackle stigma acting as a bridge to the gap between supported mental health services and mainstream opportunities. Ultimately, the service at PRDC would be maintained and will continue to support provide the benefits of a safe and supportive resource for mental health problems. As part of redesign process, service users would be fully involved and consulted on proposed improvements e.g. feedback from consultation suggested a literature and drama group, more user led groups and drop in function which will be fully explored in the redesign process.

The facilities at PRDC are currently underutilised. The Centre has 92 registered service users however an active client group of 5-60. Average daily attendance is currently 24 compared with a capacity to support 50 attendees per day. This means there are high quality facilities and available space which more people could benefit from without reducing the service available to current clients. Through the co-location of services this approach would bring new resources into the Centre opening up further opportunities for existing and future clients. New services would be made available at the Centre by voluntary sector providers in addition to Council staff. This would be commissioned as part of the borough-wide recovery and wellbeing service model proposed for implementation during 2015.

2. Mental/Physical Health and Wellbeing:

Feedback from current service users about PRDC is positive with all those who participated in consultation reporting that they highly value the service and would not like to see it changed or closed down. They believe that previous efficiency savings and changes to the services they receive have been detrimental to their health and wellbeing. However if the decision is made to redesign the services delivered at PRDC all current service users will be reviewed with mental health professionals (care co-coordinators). Support plans and personal budgets will be reassessed in line with current needs. In the short term, changes to existing services will be managed carefully, however, service users and carers will be involved in the decision making process to determine suitable options for the future. This will ensure that their needs are

carefully considered and met in order to avoid the risk of relapsing backing into old mental health issues that they have worked to overcome.

Does the change reduce resources available to address inequality?

No, the changes aim to increase access to a range of opportunities with a reduced budget.

Does the change reduce resources available to support vulnerable residents?

No, the changes aim to increase access to a range of opportunities with a reduced budget.

Does the change involve direct Impact on front line services?

Services will change to provide a greater range of activities with a focus on wellbeing and recovery.

Does the change alter who is eligible for the service?

No

Does the change alter access to the service?

Yes, the review would aim to make services more accessible so this would be a positive impact.

Does the change affect who provides the service, i.e. outside organisations?

Yes, Re-commissioning services is likely to result in some change of provider although the Council in partnership with the CCG would remain the commissioner. As a consequence there will be no adverse impact.

Does the Change involve Local Suppliers being affected?

Yes, there will potentially be changes required to external contracts for day services.

Does the change affect the Third Sector?

Some of our day service contracts are with the third sector so they will be affected as outlined above.

Section 3: Equality Impact Assessment

With reference to the analysis above, for each of the equality strands in the table below please record and evidence your conclusions around equality impact in relation to the savings proposal.

Please list in the table below any adverse impact identified and, where appropriate, steps that could be taken to mitigate this impact. This analysis will inform the decision making process.

If you consider it likely that your proposal will have an adverse impact on a particular group (s) and you cannot identify steps which would mitigate or reduce this impact, you will need to demonstrate that you have considered at least one alternative way of delivering the change which has less of an adverse impact. If an adverse impact cannot be mitigated please describe an alternative option, its costs and the equality impact.

Target Groups What impact will the proposal have on specific groups of service users and staff?	Impact – Positive or Adverse	Reason(s) <input type="checkbox"/> Please add a narrative to justify your claims around impacts and, <input type="checkbox"/> Please describe the analysis and interpretation of evidence to support your conclusion as this will inform members decision making																						
Race	Neutral	<p>Current PRDC service data reveals the ethnic composition of services users to be representative of the borough:</p> <table border="1" data-bbox="869 576 1408 999"> <tbody> <tr><td>African Caribbean</td><td>16%</td></tr> <tr><td>African</td><td>4%</td></tr> <tr><td>Albanian</td><td>1%</td></tr> <tr><td>Bengali</td><td>25%</td></tr> <tr><td>Greek Cypriot</td><td>1%</td></tr> <tr><td>Irish</td><td>2%</td></tr> <tr><td>Moroccan</td><td>3%</td></tr> <tr><td>Saudi Arabian</td><td>1%</td></tr> <tr><td>Somali</td><td>3%</td></tr> <tr><td>White British</td><td>42%</td></tr> <tr><td>Vietnamese</td><td>1%</td></tr> </tbody> </table> <p>The proposed changes to PRDC have been considered and it is not envisaged that they will have a negative impact on a particular race. The Centre will remain accessible to all ethnic groups.</p>	African Caribbean	16%	African	4%	Albanian	1%	Bengali	25%	Greek Cypriot	1%	Irish	2%	Moroccan	3%	Saudi Arabian	1%	Somali	3%	White British	42%	Vietnamese	1%
African Caribbean	16%																							
African	4%																							
Albanian	1%																							
Bengali	25%																							
Greek Cypriot	1%																							
Irish	2%																							
Moroccan	3%																							
Saudi Arabian	1%																							
Somali	3%																							
White British	42%																							
Vietnamese	1%																							

Disability	Positive	<p>If this proposal goes ahead and PRDC is redesigned it is likely that there will be a short period of disruption in service which will be felt by the 50-60 regular attendees currently attending PRDC as their old services and resources are replaced by new ones. This will be carefully managed. However, once the redesign of PRDC has taken place it is not envisaged that there will be any adverse impact.</p> <p>If proposals to redesign the service at PRDC are agreed, this would maintain current service provision for current users and establish a viable service for the future. The aim would be to re-position PRDC as a place to offer access to a wealth of opportunities not just within the Centre but also in the community. This would create innovative new partnerships to develop supported pathways which would enable current service users at PRDC to access community services with a safe and supportive approach. This would reduce barriers and tackle stigma, acting as a bridge to the gap between supported mental health services and mainstream opportunities. The pathways between each of these services will be better developed in collaboration with existing service users. Ultimately, the service at PRDC would be maintained and will continue to provide the benefits of a safe and supportive resource for mental health problems. As part of the redesign process, service users would be fully involved and consulted on proposed improvements e.g. feedback from consultation suggested a literature and drama group, more user led groups and drop in function which will be fully explored in the redesign process.</p>
Gender	Neutral	There is no impact to this group.
Gender Reassignment	Neutral	There is no impact to this group.
Sexual Orientation	Neutral	There is no impact to this group.
Religion or	Neutral	There is no impact to this group.

Belief		
Age	Neutral	There is no impact to this group.
Socio-economic	Neutral	There is no impact to this group.
Marriage and Civil Partnership	Neutral	There is no impact to this group.
Pregnancy and Maternity	Neutral	There is no impact to this group.

TITLE:		Review of adults using Tower Hamlets transport service					
DIR:		ESCW					
SERVICE:		Strategic Commissioning				REF: ESCW026	
TEAM:		LEAD OFFICER: Barbara Disney					
SAVINGS OPPORTUNITY	BASE BUDGET £000	Net Savings 15/16 £000	Net Savings 16/17 £000	Net Savings 17/18 £000	Total Saving	THEMES:	Is an EA Req?
Review of all people who use Tower Hamlets transport service	1,982	169	0	0	169	De-commissioning, Reducing services	Yes
FTE Reductions							
DETAILS OF SAVINGS OPPORTUNITY							
<p>Over the last two years the council has rolled out a pilot programme of travel training for young people with a learning disability being provided with transport to college. This pilot was implemented for all service users attending Tower Hamlets College to maximise their independence. Of the service users attending the College, 50 of the 71 with transport provision did not need transport services. Importantly, these young people are enjoying the independence the travel training has given them.</p> <p>This proposal would review all people who use the Tower Hamlets transport service to access their day provision and assess them to see if they are suitable for travel training. There are currently 82 service users in day services using transport, and based on the experience in our pilot a large proportion of them will be able to travel independently with travel training. We will also be looking at new college intakes to assess suitability for independent travel. Following a reduction in the number of people being provided with transport, service provision would be rationalised with better use of the in-house provision and decreased external provision.</p> <p>Current transport provision will continue for those who are unable to travel independently.</p>							
IMPLICATIONS TO CONSIDER							
including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT							
<p>Experience during the first tranche of work with people with Learning Disabilities has indicated that it is parents who are most anxious rather than the service users themselves. Feedback from service users has been positive.</p> <p>A bus will cost the same whether there is one or five people travelling on it so careful planning of the routes will be needed to reduce the number of buses used, along with reducing the use of external transport providers.</p>							
EQUALITIES SCREENING							
	YES/NO	IF YES - please provide further details on how this impacts on each equalities groups					
Does the change reduce resources available to address inequality?	No	The change would reduce expenditure on transport provision for adults with learning disabilities. However this would be achieved by enabling people to travel independently where appropriate, with continuing provision for those that need it.					
Does the change reduce resources available to support vulnerable residents?	No	As above					
Does the change involve direct Impact on front line services?	Yes	As above					
CHANGES TO A SERVICE							
Does the change alter who is eligible for the service?	No						
Does the change alter access to the service?	No						
Does the change involve revenue raising?	No						
Does the change involve a reduction or removal of income transfers to service users?	No						
Does the change affect who provides the service, i.e. outside organisations?	No						
Does the Change involve Local Suppliers being affected?	No						
Does the change affect the Third Sector?	No						
Does the change affect Assets?	No						
CHANGES TO STAFFING							
Does the change involve a reduction in staff?	No						
Does the change involve a redesign of the roles of staff?	No						

Budget Savings Proposals

Full Equality Analysis

Section 1: General Information

1a) Name of the savings proposal:

ESCW026: Review of adults using Tower Hamlets transport service

1b) Service area

Commissioning and Health, Education, Social Care and Wellbeing

Section 2: Information about changes to services

2a) In brief please explain the savings proposals and the reasons for this change

This saving opportunity proposes to save money through decommissioning and reducing services. The savings target for this proposal is £169,000 for the 2015/16 financial year. This represents 9% of the total budget.

Over the last two years the Strategic Commissioning team has rolled out a pilot program of travel training for young people with a learning disability being provided with transport to college. This pilot was implemented for all service users attending Tower Hamlets College. In total 50 of the 71 service users on transport did not need transport services and have now gone through or are completing travel training in order to maximise their independence. This has yielded an efficiency saving of £68k per year. Most importantly, young people are enjoying the independence the travel training has given them. Current transport provision will continue for those who are unable to achieve independence after training.

Subsequently following this successful pilot, all people who use the Tower Hamlets transport service to access their day provision will be reviewed and assessed to see if they are suitable for travel training. This process has begun with adults under 65 with a learning disability who attend learning disability day services. There are 82 people on this list. It will extend out to adults with a physical disability and older people aged 65 or over using day service provision. It will include both Council-run day service provision and commissioned day service provision.

Following a reduction in the number of people being provided with transport following this programme, service provision would be rationalised with better use of the in-house provision and decreased external provision.

2b) What are the equality implications of your proposal?

This proposal will have a greater impact on adults with disability or frailty, as this is the group who are being targeted for travel training. As of January 2013, 17% of adult social care users in receipt of longer-term support had “learning disability” as their primary need (563 people). 67.5% had “physical disability, frailty or sensory impairment (2277 people), though it should be noted that only a proportion of these people use day service provision.

The demographic profile of adult social care users largely matches the profile of the borough. There are more people of a White British ethnic background and people of a Christian faith in the over 65 group. There are more people of a Bangladeshi ethnic background and people of a Muslim faith in the under 65 group.

Through a range of consultations and workshops, service users have expressed a greater desire for more independence and flexibility in arriving at services which travel training would allow for. This improves equality needs around access so all service users are assessed on their need and offered as appropriate access to an Independent Travel Trainer and Travel Training. Ultimately, the focus is to try to ensure that each service user receives a personalised approach when looking into their needs, with travel being one of these. A clear and user focused assessment which involves service users will enable Social Workers to capture their abilities, skills and aspirations in order to deliver a service package to support and develop service users, enhancing their choices, freedom and independence. The approach is not guided by assumptions and provides a clear process for all stakeholders so there is clarity to decision making throughout the process.

Through a range of the same consultations and workshops with service users, we also know that adults with a disability and their carers can have concerns about safety on public transport. For example, negative attitudes towards people with a disability was one of the top three themes identified through the feedback people with a disability gave in the Local Voices report¹. At a discussion at the “Have Your Say” learning disability group in September 2014, people explained that they can feel vulnerable to being exposed to theft and anti-social behavior on buses and trains. Travel training was suggested by service users as a way to help support people with this. Some parents and carers have raised concerns with the idea of the people they care for using public transport due to safety fears. Parents and carers are involved in assessments to ensure they have an understanding of the Travel Training process and to ensure training is offered to people who can benefit from it. Workshops have been held for parents and carers to raise understanding of Travel Training, and these can be offered again as necessary.

¹ “Local Voices: A Report for Tower Hamlets Council” (Real, April 2013)

Travel Training is not restricted in that it works with an individual until that person is ready to be independent. This can take from weeks to over a year. Some individuals will attain greater independence than others. Each is supported accordingly and travel options provided on individual's needs. For some service users the traditional transport of mini bus and taxi is the most appropriate mode of transport and this will be provided.

The travel training will promote choices and independence for all service users across all the adults' age groups. This is by enabling as appropriate, service users to access community resources and travel such as buses, tubes, DLR. Each service users is supported to learn route planning and accessing services in Tower Hamlets in a personalised one to one manner.

The travel trainers in the team also reflect the local community so are able to communicate and support the service users and parents and carers from the Bangladeshi community. This ensures that both service users and carers are involved and informed about the process.

The travel policy is a follow on from practice within children's services so provides a consistent approach from childhood to adulthood.

Adults with a disability qualify for a Freedom Pass and older people resident in London qualify for a 60+ London Oyster Photocard so people would not need to pay to use public transport following Travel Training.

Does the change reduce resources available to address inequality?

No

Does the change reduce resources available to support vulnerable residents?

Yes.

Does the change alter who is eligible for the service?

No

Does the change alter access to the service?

No

Does the change involve revenue raising?

No

Does the change involve a reduction or removal of income transfers to service users?

No

Section 3: Equality Impact Assessment

With reference to the analysis above, for each of the equality strands in the table below please record and evidence your conclusions around equality impact in relation to the savings proposal.

Please list in the table below any adverse impact identified and, where appropriate, steps that could be taken to mitigate this impact. This analysis will inform the decision making process.

If you consider it likely that your proposal will have an adverse impact on a particular group (s) and you cannot identify steps which would mitigate or reduce this impact, you will need to demonstrate that you have considered at least one alternative way of delivering the change which has less of an adverse impact. If an adverse impact cannot be mitigated please describe an alternative option, its costs and the equality impact.

Target Groups What impact will the proposal have on specific groups of service users and staff?	Impact: Positive or Adverse	Reason(s) <ul style="list-style-type: none"> • Please add a narrative to justify your claims around impacts and, • Please describe the analysis and interpretation of evidence to support your conclusion as this will inform members decision making
Race	Neutral	There is no impact to this group.
Disability	Positive / potentially adverse	<p><u>Positive:</u> The proposal is intended to have a positive impact on adults with a disability or frailty in terms of how independent people are. 70% of the 71 service users who took part in a travel training pilot were identified as not needing transport services.</p> <p><u>Adverse:</u> There is a risk that adults with a disability or frail older people using public transport will be more likely to experience anti-social behavior and discrimination on public transport. We know from service users and carers that people can have safety concerns when travelling on public transport. However, Travel Training increases people's confidence and skills to be able to cope with this. Carers will be supported by being fully involved in assessment decisions as to whether Travel Training is appropriate for an individual.</p> <p><u>Positive:</u> Higher visibility of adults with a disability on public transport should also promote community cohesion and discourage discrimination against people with disabilities.</p>
Gender	Neutral	There is no impact to this group.
Gender Reassignment	Neutral	There is no impact to this group.
Sexual Orientation	Neutral	There is no impact to this group.
Religion or Belief	Neutral	There is no impact to this group.
Age	Positive / Potentially adverse	<p><u>Positive:</u> The proposal is intended to have a positive impact on older people in terms of how independent people are. As previously noted, 70% of the 71 service users who took part in a travel training pilot were identified as not needing transport services.</p> <p><u>Adverse:</u> Older people within the three groups (adults with a learning disability, adults with a physical disability, older people) are more likely to have been using Council-funded transport services to day opportunities for a longer period of time. There is a risk that people may have more difficulty changing from existing transport arrangements to public transport if they have been using existing services for some time. This can be mitigated against as travel trainers can work with people for as long as they need.</p>
Socio-economic	Neutral	There is no impact to this group.
Marriage and Civil Partnership	Neutral	There is no impact to this group.
Pregnancy and Maternity	Neutral	There is no impact to this group.

Other	Positive	The proposal should have a positive impact on parents and carers of adults with a disability and older people. If people are able to travel independently, they are likely to be less dependent on unpaid carers to get travel support overall.
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**Section 4: Equality Impact Assessment
Action Plan**

Please list in the table below any adverse impact identified and, where appropriate, steps that could be taken to mitigate this impact. If you consider it likely that your proposal will have an adverse impact on a particular group (s) and you cannot identify steps which would mitigate or reduce this impact, you will need to demonstrate that you have considered at least one alternative way of delivering the change which has less of an adverse impact.

Adverse impact	Please describe the actions that will be taken to mitigate this impact
Experiencing discrimination on public transport and being targeted for crime	
There is a risk that adults with a learning disability using public transport will be more likely to experience anti-social behavior and discrimination on public transport. We know from service users and carers that people can have safety concerns when travelling on public transport.	Travel Training works to increase people's confidence on public transport and enables people to be able to cope with safety risks. Service users have suggested Travel Training as a way of addressing safety concerns on public transport. Carers concerns will be discussed and addressed at a group level by offering information workshops. Carer concerns will be addressed on an individual level by involving carers in the assessment decision as to whether each individual will benefit from Travel Training.
Older people are more likely to have been using Council-funded transport services to day opportunities for a longer period of time. There is a risk that people may have more difficulty changing from existing transport arrangements to public transport if they have been using existing services for some time.	Travel Trainers will work with people for as long as they need to ensure that people feel confident about using new forms of transport.

TITLE:	Procurement savings- Supporting People						
DIR:	ESCW						
SERVICE:	Supporting People (Commissioning)					REF: ESCW028	
TEAM:						LEAD OFFICER: Carrie Kilpatrick	
SAVINGS OPPORTUNITY	BASE BUDGET £000	Net Savings 15/16 £000	Net Savings 16/17 £000	Net Savings 17/18 £000	Total Saving	THEMES:	Is an EA Req?
Procurement savings	13,800	750	0	0	750	Commissioning Efficiencies	Yes
FTE Reductions							
DETAILS OF SAVINGS OPPORTUNITY							
<p>These savings will be made through the programme of tendering already underway. The tendering programme will reduce costs through a mixture of service reconfiguration, reduced costs and in a number of incidences decommissioning services. Members have already taken the relevant decisions in relation to the procurement process and contract awards.</p> <p>This programme is currently being implemented and we anticipate full year savings to be available from 2015-2016.</p>							
IMPLICATIONS TO CONSIDER							
including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT							
<p>These savings are projections from a programme of procurement activity that has already been completed. The relevant decisions in relation to the procurement and contract award have already been taken. Equality Impact analysis of the programme has also been completed.</p>							
EQUALITIES SCREENING							
	YES/NO	IF YES - please provide further details on how this impacts on each equalities groups					
Does the change reduce resources available to address inequality?	No						
Does the change reduce resources available to support vulnerable residents?	No						
Does the change involve direct Impact on front line services?	Yes	Some of the supporting people services are changing as a result of the procurement strategy. Equality impact analysis has already been undertaken as part of the procurement programme.					
CHANGES TO A SERVICE							
Does the change alter who is eligible for the service?	No						
Does the change alter access to the service?	No						
Does the change involve revenue raising?	No						
Does the change involve a reduction or removal of income transfers to service users?	No						
Does the change affect who provides the service, i.e. outside organisations?	Yes	In so much as this is a competitive tendering exercise that requires Organisations to bid to provide services. However, this is an established procurement process.					
Does the Change involve Local Suppliers being affected ?	Yes	As above					
Does the change affect the Third Sector?	Yes	Any third sector suppliers of supporting people services will have been affected as outlined above.					
Does the change affect Assets?	No						
CHANGES TO STAFFING							
Does the change involve a reduction in staff?	No						
Does the change involve a redesign of the roles of staff?	No						

TITLE:		Remodel Strategic Support services					
DIR:		ESCW					
SERVICE:		SPP/Transformation/PMO				REF: ESCW030	
TEAM:						LEAD OFFICER: TBC	
SAVINGS OPPORTUNITY	BASE BUDGET £000	Net Savings 15/16 £000	Net Savings 16/17 £000	Net Savings 17/18 £000	Total Saving	THEMES:	Is an EA Req?
Remodel Strategic Support services	1,753	370	0	0	370	Lean: Service Re-Design and Consolidation	Yes
FTE Reductions	47	4			4		
DETAILS OF SAVINGS OPPORTUNITY							
<p>This opportunity proposes a review of the teams within ESCW who currently carry out the following functions:</p> <ul style="list-style-type: none"> • Horizon scanning to identify relevant policy change • Strategic and business planning • Data collection and analysis • Quality assurance • User engagement • Governance, including safeguarding children board (safeguarding adults board is subject to a separate opportunity) • Programme design • Project management • Change management • Monitoring delivery <p>The aim will be to streamline teams, reduce management posts and create synergies to ensure that work can be done more efficiently.</p>							
IMPLICATIONS TO CONSIDER							
<p>including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT</p> <p>All three services play a key role in the delivery of a number of directorate and corporate priorities. A reduction in capacity too soon, may risk achievement of a number of key projects, including the implementation of the Care Bill, Children and Families Bill, the new ITF funding arrangements and the Directorate's savings programme as part of the MTFP. As these programmes are currently underway or being initiated, there is a risk that progress will be undermined by destabilising these services. This will need to be carefully managed.</p> <p>There is potential to consider an approach like this corporately, consolidating a range of strategic support functions across the Council, not solely in the ESW Directorate. This was explored through the last SPP review and although there are risks involved, there is the potential for some significant savings which might have lesser risks than those impacting more directly on frontline services.</p> <p>This opportunity would affect approximately 4 staff in the current SPP, PMO and Transformation teams.</p>							
EQUALITIES SCREENING							
	YES/NO	IF YES - please provide further details on how this impacts on each equalities groups					
Does the change reduce resources available to address inequality?	No						
Does the change reduce resources available to support vulnerable residents?	No						
Does the change involve direct Impact on front line services?	No						
CHANGES TO A SERVICE							
Does the change alter who is eligible for the service?	No						
Does the change alter access to the service?	No						
Does the change involve revenue raising?	No						
Does the change involve a reduction or removal of income transfers to service users?	No						
Does the change affect who provides the service, i.e. outside organisations?	No						
Does the Change involve Local Suppliers being affected ?	No						
Does the change affect the Third Sector?	No						
Does the change affect Assets?	No						

CHANGES TO STAFFING

Does the change involve a reduction in staff?	Yes	There is a proposed reduction in staffing of 4 FTE. A full impact assessment will be required as proposals are developed, particularly in the context of additional staffing reductions across the Council.
Does the change involve a redesign of the roles of staff?	Yes	Staff will need to work more flexibly over a wider portfolio. This is unlikely to change working patterns and result in negative equalities impact.

TITLE:	Change project funding model						
DIR:	ESCW						
SERVICE:	SPP/Transformation/PMO					REF: ESCW032	
TEAM:						LEAD OFFICER: TBC	
SAVINGS OPPORTUNITY	BASE BUDGET £000	Net Savings 15/16 £000	Net Savings 16/17 £000	Net Savings 17/18 £000	Total Saving	THEMES:	Is an EA Req?
Change project funding model	1,753	120	0	0	120	Income Optimisation	No
FTE Reductions							
DETAILS OF SAVINGS OPPORTUNITY							
<p>This opportunity involves changing the funding model for our PMO so that the general fund is only used for a programme manager, with project managers/ project support officers funded from other sources related to the projects being delivered. This would require all projects to be properly costed including project management costs. It would introduce additional risk and uncertainty to the funding for the PMO functions but ensure that project costs are more rigorously identified, and potentially lead to better use of specific funding streams such as Integration Transformation Fund.</p>							
IMPLICATIONS TO CONSIDER							
including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT							
<p>This proposal would introduce greater uncertainty into the funding for PMO related work. As the deployment of programme and programme management resources will be dependent on funding being available our resource may become less flexible.</p> <p>There is a risk that funding streams are not made available to fund project work, but that we will need to continue to deliver it. In this event it will not be possible to deliver this savings opportunity.</p> <p>The PMO has already been subject of restructuring to deliver savings, with the former CSF directorate PMO being reduced to a skeleton team in 2010. The experience has been that the requirement for delivery of significant projects has continued which has resulted in 'growing back' the PMO since the creation of the new ESW directorate. It is our strong view that there is likely to remain a permanent need for a PMO function in the directorate.</p>							
EQUALITIES SCREENING							
	YES/NO	IF YES - please provide further details on how this impacts on each equalities groups					
Does the change reduce resources available to address inequality?	No						
Does the change reduce resources available to support vulnerable residents?	No						
Does the change involve direct Impact on front line services?	No						
CHANGES TO A SERVICE							
Does the change alter who is eligible for the service?	No						
Does the change alter access to the service?	No						
Does the change involve revenue raising?	No						
Does the change involve a reduction or removal of income transfers to service users?	No						
Does the change affect who provides the service, i.e. outside organisations?	No						
Does the Change involve Local Suppliers being affected ?	No						
Does the change affect the Third Sector?	No						
Does the change affect Assets?	No						
CHANGES TO STAFFING							
Does the change involve a reduction in staff?	No	Although it does introduce more risk as to whether current level of posts can be sustained.					
Does the change involve a redesign of the roles of staff?	No						

TITLE:	Directorate administration review						
DIR:	ESCW						
SERVICE:	Directorate Services					REF: ESCW034	
TEAM:						LEAD OFFICER: Robert McCulloch-Graham	
SAVINGS OPPORTUNITY	BASE BUDGET £000	Net Savings 15/16 £000	Net Savings 16/17 £000	Net Savings 17/18 £000	Total Saving	THEMES:	Is an EA Req?
Directorate administration review	223,724	500	0	0	500	Lean: Service Re-Design and Consolidation	Yes
FTE Reductions	177	17			17		
DETAILS OF SAVINGS OPPORTUNITY							
<p>Administrative support provides an important function supporting the range of ESCW services. A recent analysis exercise identified £8m of administrative activity across the directorate, £4m of which related to 177 specific administrative roles. This support is currently provided across the range of teams across the directorate and there is scope to consolidate and streamline, maintaining effective support whilst realising efficiencies. The directorate is currently reshaping administrative support to saving approximately £100k as part of our existing programme. This proposal is for additional savings following this review to be achieved through further streamlining of functions.</p>							
IMPLICATIONS TO CONSIDER							
including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT							
<p>Admin support is provided across a range of services including many statutory functions and the review will need to ensure that service provision is maintained to deliver statutory and other priority outcomes. The level of savings proposed is achievable without adverse impact on efficiency or delivery of administrative services to meet service needs.</p> <p>Approximately £100k savings in the current programme are being delivered through a review of admin functions. Savings opportunity ESCW 001 also envisages an additional 2.5 specific admin posts being deleted in Adults Social Care. The total impact of these proposals is therefore in the region of 21 posts. This will be achieved through vacancy deletion; voluntary severance/early retirement and redeployment across the Council.</p>							
EQUALITIES SCREENING							
	YES/NO	IF YES - please provide further details on how this impacts on each equalities groups					
Does the change reduce resources available to address inequality?	No						
Does the change reduce resources available to support vulnerable residents?	No						
Does the change involve direct Impact on front line services?	No						
CHANGES TO A SERVICE							
Does the change alter who is eligible for the service?	No						
Does the change alter access to the service?	No						
Does the change involve revenue raising?	No						
Does the change involve a reduction or removal of income transfers to service users?	No						
Does the change affect who provides the service, i.e. outside organisations?	No						
Does the Change involve Local Suppliers being affected ?	No						
Does the change affect the Third Sector?	No						
Does the change affect Assets?	No						
CHANGES TO STAFFING							
Does the change involve a reduction in staff?	Yes	Additional opportunities following implementation of this project are also expected to achieve additional reductions which may be in the region of a further 17 FTEs. An EIA will assess the impact of this change and put in place appropriate mitigation.					
Does the change involve a redesign of the roles of staff?	Yes	This will be addressed as part of the review and associated EIA.					

TITLE:		Joint use of Careers Centre					
DIR:		ESCW					
SERVICE:		Learning and Achievement – Careers Service				REF: ESCW036	
TEAM:						LEAD OFFICER: Steve Grocott	
SAVINGS OPPORTUNITY	BASE BUDGET £000	Net Savings 15/16 £000	Net Savings 16/17 £000	Net Savings 17/18 £000	Total Saving	THEMES:	Is an EA Req?
Joint use of Careers Centre	762	133			133	Lean: Service Re-Design and Consolidation	Yes
FTE Reductions	26	2			2		
DETAILS OF SAVINGS OPPORTUNITY							
<p>This proposal would review joining our Careers service with teams in other parts of the council supporting young people into employment- for example Transition Mentors and Skills Match Teams. The service would be provided by teams working more closely together, including from shared locations such as Idea Stores. This will create savings on premises and staffing related costs.</p> <p>Overall, these changes will foster a more integrated employment service that complements the approach outlined in the Tower Hamlets Fairness Commission to work towards employment services that work better for local people and businesses. There will be cost savings in terms of advisers being able to carry out information and advice, mentoring placing and tracking work across the range of clients currently dealt with by the Careers service, Transition mentors, Newstart and Skillsmatch teams.</p>							
IMPLICATIONS TO CONSIDER including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT							
<p>The saving outlined would look to bring together services which currently deal with reducing Youth and adult unemployment. Whilst there would be a reduction in the number of staff this will be achieved by better joining up services, which will benefit service users by providing more consistent support which is tailored to their needs.</p> <p>The Local Authority has a statutory duty under the Education and Skills Act 2011 to encourage, enable and assist the participation of young people in education and training. Under this local authorities are required to assist the most vulnerable young people and those at risk of disengaging with education or work. In addition there is a duty under the Raising the Participation Age legislation 'to promote the effective participation in education and training of young people covered by the duty to participate 'and to have arrangements in place to identify those who are not participating '.</p> <p>Local authorities are also expected to have arrangements in place to ensure that 16 and 17 year olds have 'agreed post 16 plans and have received a suitable offer of education or training, under the September Guarantee. This proposal will enable us to meet all of these duties in a more effective and streamlined way.</p>							
EQUALITIES SCREENING							
	YES/NO	IF YES - please provide further details on how this impacts on each equalities groups					
Does the change reduce resources available to address inequality?	No	Savings will be achieved by better joining up services, which should also improve accessibility.					
Does the change reduce resources available to support vulnerable	No	See above					
Does the change involve direct Impact on front line services?	Yes	Services will be improved by better joining up support for careers and employment advice.					
CHANGES TO A SERVICE							
Does the change alter who is eligible for the service?	No						
Does the change alter access to the service?	Yes	Joining up services into one location should improve access.					
Does the change involve revenue raising?	No						
Does the change involve a reduction or removal of income transfers to service users?	No						
Does the change affect who provides the service, i.e. outside organisations?	No						
Does the Change involve Local Suppliers being affected?	No						
Does the change affect the Third Sector?	No						
Does the change affect Assets?	Yes	Joining up services in shared premises will reduce the use of leased assets.					
CHANGES TO STAFFING							
Does the change involve a reduction in staff?	Yes	There may be a small reduction in staffing numbers as a result of integrating service provision. The impact on this will need to be assessed in the context of other staffing changes being made across the Council.					
Does the change involve a redesign of the roles of staff?	Yes	There may be changes to working practices as a result of integration of service delivery but this is unlikely to have adverse impact.					

Budget Savings Proposals

Full Equality Analysis

Section 1: General Information

1a) Name of the savings proposal: 036 Joint Use of Careers Centre

1b) Service area: Learning and Achievement, Education, Social Care and Wellbeing

Section 2: Information about changes to services

2a) In brief please explain the savings proposals and the reasons for this change

This budget savings proposal reviews using the current Careers Centre as a Careers and Employment Hub. This proposal suggests bringing in current delivery from across the Careers Service, Transition Mentors and Skills Match Teams. Overall this will create a more integrated employment service that works better for local people and businesses.

The proposal is to utilise the Current Careers Centre as a Careers and Employment Hub bringing in current delivery from across the Careers Service, Transition Mentors and Skills Match Teams. This will allow for savings on premises related costs by splitting these across the teams. There may also be an opportunity for the Parental Support team to utilise space to run activities and bringing further savings.

The Centre is well situated for transport and already attracts over 4,000 young people a year who know it as the place to come for Careers and jobs advice. Bringing in work with parents could fit well within a family support model reducing unemployment in the community. Allowing facilities for businesses to recruit from gives an added attraction of more live apprenticeships and

other vacancies being available from the Centre.

There may be potential cost savings in terms of staff savings and premises savings where advisers carry out information and advice, mentoring placing and tracking work across the range of clients currently dealt with by the Careers service, Transition mentor, Newstart and Skillsmatch teams. The staff savings could be achieved by working in an integrated way across teams, and premises savings could be achieved by running services from a range of teams from the Careers Centre.

The Careers Service meets the local authority's statutory duties around Not in Education, Employment or Training (NEET) prevention, NEET reduction the raising of the participation age.

Careers Guidance raises the aspirations of young people, helping individuals to make informed realistic decisions, matching their own skills, abilities and aspirations to the opportunities available and broadening their horizons. The service aims to ensure that young people become well-rounded adults, who are committed to learning and development and contribute to economic prosperity. It is an essential element of forward planning enabling businesses to succeed by having highly motivated trained staff. It also enables young people to succeed in securing sustainable jobs in growth sectors - benefitting the individual the economy and the community.

There is also opportunity to draw in additional income by securing ESF contracts, contracts with LDA, LOCOG or via the 5 borough partnership to run NEET reduction or Careers related contracts. We have previously managed to secure contracts to a value of £150k per annum but continued success will depend on the availability and nature of contracts that are let in the future.

2b) What are the equality implications of your proposal?

Under the proposal, there is a potential for a reduction in staff from the Careers service engaged in NEET reduction (reducing the number of young people not in education employment or training) affecting the level of individual Careers information, advice, mentoring, and submission and placing help available to young people. The implications of a staffing reduction may mean be that service users from the most hard to engage groups, or those with greater vulnerabilities, complex needs or multiple barriers to employment would be adversely affected and find it more difficult to access services and support.

The website consultation feedback about this proposal raised issues about a) the accessibility of the Hub's location and b) the Hub's proposed variety of services are offered independently as being able to integrate with other services.

This feedback has been considered, and staff will still work peripatetically in schools, the College and community venues across the borough to ensure local access .

Additionally by offering an integrated service from the HUB provides the opportunity for clients to benefit from a seamless Careers Guidance ,employability support (cv support ,interview preparation etc.) and job placing service as well as a focus for employers to source potential recruits .

The proposal will lead to less staff from the careers service supporting young people to move forward into education employment and training. The possible adverse impact is that without this support more young people will become NEET. The proposal looks to minimise the effects of this by better aligning other services which have some impact on NEET reduction (Transition Mentors and Skills match) to offer services from the same centre, with additional potential benefits that older clients can benefit from Careers Service expertise with greater alignment of services. If discussion across the services led to pooling of budgets a greater integration would also be possible.

To prevent any adverse impact the following actions will be put in place:

- Having members of the transition mentor team based at the centre who focus on NEET reduction to assist in keeping the Centre open for the same time as currently.
- The service will put in funding bids (e.g. European Social Fund) to run NEET reduction and NEET prevention contracts which would draw in funding so staff could be replaced using this funding.
- Utilising some of the space in the Careers Centre for the Parental Engagement team to run their services from would give the potential to align services (services for parents of NEET and NEET) and draw in some funding to alleviate accommodation costs.
- Adjustment of focus so that advisers carry out more tracking thereby reducing adverse impact, by focusing on carrying out more work – placements matching and mentoring work to achieve the end result of moving young people to education employment and training.

Section 3: Equality Impact Assessment

Target Groups What impact will the proposal have on specific groups of service users and staff?	Impact – Positive or Adverse	Reason(s) <ul style="list-style-type: none"> Please add a narrative to justify your claims around impacts and, Please describe the analysis and interpretation of evidence to support your conclusion as this will inform members decision making
Race	Neutral	<p>The Careers Service has been very successful in reducing NEET .The London Borough of Tower Hamlets has consistently hit its targets for reducing 16-18 year old NEETs. The latest figures for the ‘Department of Education standard measure’ for the period November 2013 to January 2014 shows a substantial reduction in NEETS at 4.56% - the lowest figure ever for Tower Hamlets, and down from 12.6% in 2005 . At the same time, the annual ‘Year 11 destinations survey’ of young people educated in Tower Hamlets shows an increase of young people moving into learning post -16 from 79.4% to 95.4%.</p> <p>Whilst most recent (March 2014) figures for young people who are not in education, employment or training (NEET) are relatively low at 4.8% (348), ethnicity breakdown figures suggest that half of the 348 individuals identified as NEET are Asian (177). There are lower numbers of Black (24, or 6.9%) Mixed (13 or 3.7%) and Other (5 or 1.4%) young people who are in the NEET category.</p> <p>When we look at this in more detail however we see that whilst White British young people form less than 14% of the cohort they form over 31% of the NEET.</p> <p>Recent data suggests that there are lower numbers of Pakistani and Bangladeshi people in employment at 32%, and that this is lower for women in this group at 20.9%.</p>

This suggests that this group of service users may benefit from additional support from the Careers Service in developing their qualifications and skills for the workplace. This could also include language support, advice on childcare, and training and development opportunities.

Table 3: Employment rate by selected ethnic group and gender March 2013 in Tower Hamlets (%)

	Total	Male	Female
Total Employment rate 16 – 64	61.9	70.9	52.1
White	80.2	80.5	79.7
Ethnic minority	47.7	62.3	34.1
Pakistani / Bangladeshi	32.1	63	20.9

Disability

Neutral

Data shows that the employment rate for disabled residents is lower than for the general population (43% compared to 66% in 2013, an increase from 30% in 2012). A resident with a disability may need more tailored advice according to the level of need, and may therefore be disproportionately affected by a reduction in services or advisers. The service will therefore need to focus on this group to make sure that it provides a full, accessible service for young people with a range of needs.

Gender

Neutral

The 2011 Census indicated that 64.5% of working-age males were in employment, compared to 57.3 of females. This suggests that there is not a discernible impact for either gender, although women may require careers advice following maternity leave or career breaks.

Gender Reassignment

Neutral

There is no discernible impact on the reduction of services for this group, although it may be that any reorganisation of staff takes into account the training of staff in to working with minority groups and the specific barriers they can face in to entering the

		workplace.																									
Sexual Orientation	Neutral	No identified adverse impact																									
Religion or Belief	Neutral	No identified adverse impact																									
Age	Neutral	<p>The table below shows employment rates for people post 16 within the borough from the 2011 census. This suggests that the group who would be most in need of careers and employment support are those in the 50 plus bracket. There may be issues in developing appropriate services for this group of people in conjunction with the current service for younger people, considering the different employment and advice needs of these groups, and their engagement with services.</p> <table border="1" data-bbox="958 699 2013 965"> <thead> <tr> <th colspan="5">Table 2: Employment rate 16 plus population by gender and age in Tower Hamlets (%)</th> </tr> <tr> <th>Ethnic Group</th> <th>16 plus</th> <th>16 to 24</th> <th>25 to 49</th> <th>50 plus</th> </tr> </thead> <tbody> <tr> <td>Total</td> <td>59.40%</td> <td>43.60%</td> <td>73.20%</td> <td>33.60%</td> </tr> <tr> <td>Male</td> <td>66.70%</td> <td>44.40%</td> <td>81.50%</td> <td>40.40%</td> </tr> <tr> <td>Female</td> <td>51.70%</td> <td>42.90%</td> <td>63.70%</td> <td>27.00%</td> </tr> </tbody> </table> <p>It is not expected that the current proposal will adversely impact on specific age groups, as the local authority will continue to fulfil its statutory duty to support young people in their participation in education, employment or training under the savings proposal.</p>	Table 2: Employment rate 16 plus population by gender and age in Tower Hamlets (%)					Ethnic Group	16 plus	16 to 24	25 to 49	50 plus	Total	59.40%	43.60%	73.20%	33.60%	Male	66.70%	44.40%	81.50%	40.40%	Female	51.70%	42.90%	63.70%	27.00%
Table 2: Employment rate 16 plus population by gender and age in Tower Hamlets (%)																											
Ethnic Group	16 plus	16 to 24	25 to 49	50 plus																							
Total	59.40%	43.60%	73.20%	33.60%																							
Male	66.70%	44.40%	81.50%	40.40%																							
Female	51.70%	42.90%	63.70%	27.00%																							
Socio-economic	Positive	<p>The proposal seeks to help support the skills required for employment and thereby increase employment rates which will have a positive socio-economic impact. The borough has high levels of child poverty, worklessness, deprivation and overcrowding.</p> <p>A strong strategic focus is on raising the aspirations and opportunities for local</p>																									

		residents, and the careers service is an integral part of this. Any reductions for the services offered should take consideration of residents who have complex needs, and who are farthest away from the workplace, in terms of ensuring that the service has the capacity to meet the needs of groups who need intensive and targeted support.
Marriage and Civil Partnerships.	Neutral	No identified adverse impact
Pregnancy and Maternity	Neutral	No identified adverse impact
Other		

Section 4: Equality Impact Assessment Action Plan

Please list in the table below any adverse impact identified and, where appropriate, steps that could be taken to mitigate this impact.

If you consider it likely that your proposal will have an adverse impact on a particular group (s) and you cannot identify steps which would mitigate or reduce this impact, you will need to demonstrate that you have considered at least one alternative way of delivering the change which has less of an adverse impact.

If an adverse impact cannot be mitigated please describe an alternative option, its costs and the equality impact.

Adverse impact	Please describe the actions that will be taken to mitigate this impact

Section 5: Future Review and Monitoring

Please explain how and when the actual equality impact of these changes will be reviewed and monitored.
See above action plan.

TITLE:	Income generation and efficiencies in Early Years service						
DIR:	ESCW						
SERVICE:	Learning and Achievement, Birth to 11 Primary School					REF: ESCW041	
TEAM:						LEAD OFFICER: Monica Forty	
SAVINGS OPPORTUNITY	BASE BUDGET £000	Net Savings 15/16 £000	Net Savings 16/17 £000	Net Savings 17/18 £000	Total Saving	THEMES:	Is an EA Req?
Seek to fund Early Years Service G11 through DSG	1,174	148	0	0	148	Better Budget Management	Yes
FTE Reductions	12.7	0			0		
DETAILS OF SAVINGS OPPORTUNITY							
<p>Provision of early years services is largely through private and voluntary providers funded by the Dedicated Schools Grant (DSG). The Early Years team co-ordinates this provision, and supports development of the sector by providing training. This proposal would review reducing expenditure and increasing revenue by increasing fees for training courses and reducing some of our small grants to private and voluntary sector providers, whilst maintaining the core services of the team such that the offer it makes to the early years sector is not significantly affected. This proposal would not affect the provision of free support and advice services for child minders.</p> <p>Expenditure would be decreased over each of the three years and revenue would be increased each year as well.</p>							
IMPLICATIONS TO CONSIDER							
including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT							
The proposal assumes that funding for the delivery (administration, project workers) of the Early Learning for two year olds will continue to be available through the Dedicated Schools Grant.							
Fees for training courses – the proposal assumes that childcare providers will continue to use the service we provide as costs increase.							
EQUALITIES SCREENING							
	YES/NO	IF YES - please provide further details on how this impacts on each equalities groups					
Does the change reduce resources available to address inequality?	No						
Does the change reduce resources available to support vulnerable residents?	No						
Does the change involve direct Impact on front line services?	No						
CHANGES TO A SERVICE							
Does the change alter who is eligible for the service?	No						
Does the change alter access to the service?	No						
Does the change involve revenue raising?	Yes	This opportunity would result in raising revenue from private and voluntary sector childcare providers through charging for training.					
Does the change involve a reduction or removal of income transfers to service users?	No						
Does the change affect who provides the service, i.e. outside organisations?	No						
Does the Change involve Local Suppliers being affected ?	Yes	Local childcare providers will be asked to pay an increased contribution to training costs.					
Does the change affect the Third Sector?	Yes	Any third sector suppliers of childcare will be affected as above.					
Does the change affect Assets?	No						
CHANGES TO STAFFING							
Does the change involve a reduction in staff?	No						
Does the change involve a redesign of the roles of staff?	No						

Budget Savings Proposals **Full Equality Analysis**

Section 1: General Information

1a) Name of the savings proposal: ESCW041 Income generation and efficiencies in Early Years' Service

1b) Service area: Learning and Achievement, Education, Social Care and Wellbeing

2a) In brief please explain the savings proposals and the reasons for this change

The provision of Early Years' Services is largely achieved through private and voluntary providers. The Early Years' team co-ordinates this provision, and supports the development of the sector by providing training. This proposal reviews reducing expenditure and increasing revenue by introducing a new charging structure for workforce development, and advisory services for schools and private, voluntary and independent (PVI) providers, whilst maintaining a high quality offer to the Early Years sector.

The income generation and efficiencies proposal seeks to increase fees for training courses and reduce the development grant to PVI providers, whilst maintaining the core services of the team; in such that the offer it makes to the Early Years' sector is not significantly affected.

The savings from this proposal for 2015/16 amount to £148,000 representing 13% of the total budget.

This proposal would not affect the provision of free support and advice services for child minders. The aim of the proposal is to decrease expenditure, and increase revenue over each of the three years.

2b) What are the equality implications of your proposal?

There will be no direct impact on families.

The proposed charging structure is an extension to the current charging policy. Courses are already charged for. The Service seeks to charge at a reasonable price which currently stands at £35 a day for PVIs. The rate is set by researching into the market rate to ensure that it is competitively priced. .

There is a small possibility that PVI providers may decide to seek training elsewhere if it is cheaper and consequently the revenue estimates may not be met. To mitigate this, services will be promoted by emphasising the quality of provision, the uptake will be closely monitored, and the pricing structure reviewed.

The proposed reduction in the development grant is unlikely to have a significant impact. The function of this grant is to support groups to purchase items or improve their settings in cases where the lack of these is holding back quality improvements. In practice, the grant has been used for general funding support.

Voluntary playgroups already receive support funding through Mainstream Grants. The number of two- year old places being funded is being increased, bringing more funding into the sector. All early education providers will receive the pupil premium from next year.

The feedback from the website public consultation states that the users of the service might be impacted on in that the 'increased cost might be prohibitive and users might decrease leading to no additional revenue benefit'. If the prices rise, then there is a possibility that PVI providers may seek to find other training providers that are cheaper, and the consequence of that is not meeting the revenue estimates.

Section 3: Equality Impact Assessment

Target Groups What impact will the proposal have on specific groups of service users and staff?	Impact – Positive or Adverse	Reason(s) <ul style="list-style-type: none"> Please add a narrative to justify your claims around impacts and, Please describe the analysis and interpretation of evidence to support your conclusion as this will inform members decision making
Race	Neutral	There will be no adverse impact to this group.
Disability	Neutral	The Inclusion support provided to settings will not be affected by these changes.
Gender	Neutral	There will be no adverse impact to this group.
Gender Reassignment	Neutral	There will be no adverse impact to this group.
Sexual Orientation	Neutral	There will be no adverse impact to this group.
Religion or Belief	Neutral	There will be no adverse impact to this group.
Age	Neutral	There will be no adverse impact to this group.
Socio-economic	Neutral	There will be no adverse impact to this group.

Marriage and Civil Partnerships.	Neutral	There will be no adverse impact to this group.
Pregnancy and Maternity	Neutral	There will be no adverse impact to this group.
Other	Neutral	There will be no adverse impact to this group.

Section 4: Equality Impact Assessment Action Plan

Please list in the table below any adverse impact identified and, where appropriate, steps that could be taken to mitigate this impact.

If you consider it likely that your proposal will have an adverse impact on a particular group (s) and you cannot identify steps which would mitigate or reduce this impact, you will need to demonstrate that you have considered at least one alternative way of delivering the change which has less of an adverse impact.

If an adverse impact cannot be mitigated please describe an alternative option, its costs and the equality impact.

Adverse impact	Please describe the actions that will be taken to mitigate this impact
No adverse impact identified	

Section 5: Future Review and Monitoring

Please explain how and when the actual equality impact of these changes will be reviewed and monitored.

The pricing policy will be reviewed termly.

TITLE:	Reconfigure Children's Centre Service				
DIR:	ESCW				
SERVICE:	Learning and Achievement, Birth to 11 Primary School			REF: ESCW044	
TEAM:				LEAD OFFICER: Monica Forty	
SAVINGS OPPORTUNITY	BASE BUDGET £000	Net Savings 15/16 £000		Total Saving	THEMES:
					Is an EA Req?
Reconfigure Children's Centre Service	9,071	1,000	transfer from public health grant	1,000	Delivering Differently
FTE Reductions	189	0		0	No
DETAILS OF SAVINGS OPPORTUNITY					
This proposal aims to shift the emphasis of Children's Centres provision to improving public health outcomes, supported by the Public Health grant. Children's Centres are an important component of our strategy to improve health outcomes and this proposal builds on the successful work that is already delivered from our centres, to accelerate improvement in addressing health inequalities. This will impact on a range of public health outcomes including for example child development, diet and childhood obesity. The level of expenditure in our children's centres will not be affected by this proposal, but 11% of their funding will be redirected to the public health grant to increase the focus on health outcomes whilst continuing to deliver other priorities.					
IMPLICATIONS TO CONSIDER					
including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT					
EQUALITIES SCREENING					
	YES/NO	IF YES - please provide further details on how this impacts on each equalities groups			
Does the change reduce resources available to address inequality?	No				
Does the change reduce resources available to support vulnerable residents?	No				
Does the change involve direct Impact on front line services?	No				
CHANGES TO A SERVICE					
Does the change alter who is eligible for the service?	No				
Does the change alter access to the service?	No				
Does the change involve revenue raising?	No				
Does the change involve a reduction or removal of income transfers to service users?	No				
Does the change affect who provides the service, i.e. outside organisations?	No				
Does the Change involve Local Suppliers being affected ?	No				
Does the change affect the Third Sector?	No				
Does the change affect Assets?	No				
CHANGES TO STAFFING					
Does the change involve a reduction in staff?	No				
Does the change involve a redesign of the roles of staff?	No				

TITLE:	Surplus learning and development budget						
DIR:	ESCW						
SERVICE:	HR (ESCW)					REF: ESCW046	
TEAM:						LEAD OFFICER: Mark Keeble	
SAVINGS OPPORTUNITY	BASE BUDGET £000	Net Savings 15/16 £000	Net Savings 16/17 £000	Net Savings 17/18 £000	Total Saving	THEMES:	Is an EA Req?
Surplus learning and development budget	562	200	0	0	200	Better Budget Management	No
FTE Reductions							
DETAILS OF SAVINGS OPPORTUNITY							
This budget is the former Directorate of AHWB provision for learning and development. In the last 3 financial years there have been significant underspends whilst no training request has been refused due a to lack of funding. It is proposed to use the surplus budget as a savings opportunity.							
IMPLICATIONS TO CONSIDER including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT							
This budget funds the training programmes and development activities for adult social care staff, including statutory training for mental health social workers. The remaining budget will be sufficient to still meet these needs.							

TITLE:	Integration of first response and local health services.						
DIR:	ESCW						
SERVICE:	First Response					REF: ESCW052	
TEAM:						LEAD OFFICER: Bozena Allen	
SAVINGS OPPORTUNITY	BASE BUDGET £000	Net Savings 15/16 £000	Net Savings 16/17 £000	Net Savings 17/18 £000	Total Saving	THEMES:	Is an EA Req?
First Response	2,572	250			250	Delivering Differently	Yes
FTE Reductions					0		
DETAILS OF SAVINGS OPPORTUNITY							
<p>The integration agenda between social care and NHS services, funded through the Better Care Fund, presents an opportunity to better join up services at local level. The First Response team is able to deliver savings to the NHS through facilitating timely discharge from hospital, and there is an opportunity to bid for Better Care Fund resources in recognition of this. As part of this bid there will be a move to 7 day working in order to secure savings over and above the Better Care Fund investment requirements, increasing the availability of services to residents.</p>							
IMPLICATIONS TO CONSIDER							
including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT							
<p>The use of Better Care Fund will need to be negotiated with the Clinical Commissioning Group. We have evidenced that savings the NHS over and above the investment required can be delivered, and therefore are confident that this will be secured.</p>							
EQUALITIES SCREENING							
	YES/NO	IF YES - please provide further details on how this impacts on each equalities groups					
Does the change reduce resources available to address inequality?	No	Through securing Better Care Fund investment, the service will be increased whilst delivering a saving to the Council's budget.					
Does the change reduce resources available to support vulnerable residents?	No						
Does the change involve direct Impact on front line services?	Yes	The availability of the service will be increased through a move to 7 day working.					
CHANGES TO A SERVICE							
Does the change alter who is eligible for the service?	No						
Does the change alter access to the service?	No						
Does the change involve revenue raising?	No						
Does the change involve a reduction or removal of income transfers to service users?	No						
Does the change affect who provides the service, i.e. outside organisations?	No						
Does the Change involve Local Suppliers being affected?	No						
Does the change affect the Third Sector?	No						
Does the change affect Assets?	No						
CHANGES TO STAFFING							
Does the change involve a reduction in staff?	No						
Does the change involve a redesign of the roles of staff?	Yes	There will be a move to 7 day working which will require a change in terms and conditions.					

TITLE:		Consolidation of Learning Disability Service					
DIR:		ESCW					
SERVICE:		Learning disability				REF: ESCW054	
TEAM:		LEAD OFFICER: Sandra Howard					
SAVINGS OPPORTUNITY	BASE BUDGET £000	Net Savings 15/16 £000	Net Savings 16/17 £000	Net Savings 17/18 £000	Total Saving	THEMES:	Is an EA Req?
Efficiency Review of Learning Disability Service	2,262	225			225	Delivering Differently	Yes
FTE Reductions					0		
DETAILS OF SAVINGS OPPORTUNITY							
<p>The Community Learning Disability Service is integrated with community health services and jointly funded by the Barts NHS Trust and the council.</p> <p>This proposal will focus on achieving better value for money through a review of care packages. Potential savings may also be made to the council through increased support from health workers in the NHS. It is assumed that the reduction in expenditure can be achieved whilst maintaining appropriate support to meet the needs of eligible service users. This proposal will not alter who is eligible for the services, however there will be regular reviewing of service users' needs to ensure the provision is in line with the eligibility criteria.</p> <p>Savings will be achieved whilst benefiting service users through the review of expensive residential and community care packages, helping people to be more independent and, where appropriate, moving to be closer to family and friends.</p> <p>As part of the council's continued drive to promote independence and support service users the council will ensure that the needs of service users are met and that the most vulnerable adults are provided with a seamless experience in accessing specialist or targeted support.</p>							
IMPLICATIONS TO CONSIDER							
including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT							
Reviews of care packages will need to be robust with effective oversight to ensure that service users' needs continue to be met whilst meeting the aim of maximising independence.							
EQUALITIES SCREENING							
	YES/NO	IF YES - please provide further details on how this impacts on each equalities groups					
Does the change reduce resources available to address inequality?	No	The financial envelope alters, but not the services that develop the required outcomes, in themselves					
Does the change reduce resources available to support vulnerable residents?	No	The financial envelope alters, but not the services that develop the required outcomes, in themselves					
Does the change involve direct Impact on front line services?	Yes	Better outcomes for some existing service users and some will require a change without a change in outcomes. Guidance and availability of options will change for SEN and LD Service Users coming from Children's Services.					
CHANGES TO A SERVICE							
Does the change alter who is eligible for the service?	No						
Does the change alter access to the service?	No						
Does the change involve revenue raising?	No						
Does the change involve a reduction or removal of income transfers to service users?	Yes	Some services users will have their personal budgets revised in line with the new providers terms and costs					
Does the change affect who provides the service, i.e. outside organisations?	Yes	There is a potential for some outside organisations to be affected if service user needs indicate a change of provider is appropriate or where there is a move to a personal budget. Therefore outside organisations may find the number of service users varying, as review outcomes are implemented with service users.					
Does the Change involve Local Suppliers being affected ?	Yes	There is a potential for some service users to have their services delivered by a different provider after review, if their needs have changed and/or they have moved to a personal budget. Therefore if a local supplier is concerned, they may find the number of service users varying, as review outcomes are implemented with service users choice.					
Does the change affect the Third Sector?	Yes	There is a potential affect on the Third Sector, if the service user's needs indicate a more appropriate service and/or service users move to a personal budget. The affect on the Third Sector will therefore vary according to review outcomes implemented with service users.					

Does the change affect Assets?	No	
CHANGES TO STAFFING		
Does the change involve a reduction in staff?	No	
Does the change involve a redesign of the roles of staff?	No	

Budget Savings Proposals Full Equality Analysis

Section 1: General Information

1a) Name of the savings proposal – ESCW054 Consolidation of learning disability service

1b) Service area – Adults Social Care, Education, Social Care and Wellbeing

Section 2: Information about changes to services

2a) In brief please explain the savings proposals and the reasons for this change

The Community Learning Disabilities Service is an integrated service with community health jointly funded by Barts NHS Trust and the Council. This proposal will focus on achieving better value for money through reviewing individual care packages and by increased support from health workers in the NHS. It is assumed that the reduction in expenditure can be achieved whilst maintaining appropriate support to meet the needs of eligible service users.

This proposal will not alter who is eligible for the services; however there will be regular review of all service users' needs to ensure the provision is in line with the eligibility criteria. This process will ensure that each service user will receive the appropriate level of support, with the aim of maximising their independence and promoting healthy living. It is likely that the savings target of £225,000 will be achieved through this process during 2015/16. This represents 10% of the overall budget.

This proposal will promote independence of service users and, where appropriate, moving them to be closer to their family and friends. It will also ensure carers are supported as required by the Care Act 2014.

This proposal will also provide further opportunity to support service users to manage their own personal budget as much as they wish, so that they are in control of what, how and when support is delivered to match their needs.

2b) What are the equality implications of your proposal?

All savings proposals have been screened for equalities relevance using the test of relevance questionnaire attached (Appendix A).

Please go back to each of the test of relevance questions and using evidence please provide a more detailed analysis of

the equality impact of your proposal.

This proposal will involve reviewing care packages of people with learning disabilities. Currently there are 805 adults accessing the Learning Disabilities Service. The service users likely to be selected for review are those with care packages costing from £100,000 per year.

It is expected that this will affect mostly adults with Learning Disabilities in residential care (who will live out-of-borough as the Council does not have any Learning Disabilities residential care homes in Tower Hamlets) but will also include people living in the community. This work already takes place in the borough and when Social Workers carry out reviews; they will be looking at people's needs, whether this is reflected in the support package and whether the provider offers value for money.

If the provider does not offer value for money, the Council will negotiate with the provider to change the fee or consider a different provider that will continue to meet the needs of the vulnerable adult. The Council's Access to Resources Team will be involved in this process to find the best solution for the service user and manage any potential transition without disruption to their support arrangements. People will only be moved to a different provider in agreement with the affected person(s) and if they lack capacity, a decision would be made in their best interest.

The Council will ensure that the needs of service users will continue to be met based on the FACS eligibility criteria. If service users are receiving care that they are no longer eligible for, their support packages will be adapted. However, there will be reviews of service users' needs to ensure the provision is in line with the eligibility criteria.

The Independent Living Fund (ILF) will continue to deliver financial support to existing disabled recipients in Tower Hamlets so they can continue to choose to live in their communities rather than in residential care. This funding is permanently closed to new applications and from 1 July 2015, the funding and responsibility of ILF care and support needs to existing service users will transfer to local authorities in England. ILF funds will be transferred to Local Authorities on 30 June 2015 as a section 31 into the Corporate pot and is expected to be ring fenced for existing ILF recipients. It is anticipated that in Tower Hamlets the ILF criteria will be aligned with the FACS eligibility criteria. The Council has already begun reviewing ILF recipients in Tower Hamlets and it is understood that there are 27 recipients of whom 17 are also receiving services from the Council's Learning Disabilities Service. There are 2 clients that are 'not known' to the Council. This is expected as the ILF is an independent fund. ILF recipients will be assessed and payments will be made to support their care and support needs accordingly. LBTH will review all ILF packages as part of an overall review, initially focus will be on collecting ILF recipient's bank account details so payments can be continued without incurring any unnecessary delays from 1 July 2015.

The Council will further continue to promote where possible independent living with the Supporting People Team leading work on developing appropriate accommodation for people with Learning Disabilities.

Section 3: Equality Impact Assessment

With reference to the analysis above, for each of the equality strands in the table below please record and evidence your conclusions around equality impact in relation to the savings proposal.

Please list in the table below any adverse impact identified and, where appropriate, steps that could be taken to mitigate this impact. This analysis will inform the decision making process

If you consider it likely that your proposal will have an adverse impact on a particular group (s) and you cannot identify steps which would mitigate or reduce this impact, you will need to demonstrate that you have considered at least one alternative way of delivering the change which has less of an adverse impact.

If an adverse impact cannot be mitigated please describe an alternative option, its costs and the equality impact.

Target Groups What impact will the proposal have on specific groups of service users and staff?	Impact – Positive or Adverse	Reason(s) <ul style="list-style-type: none"> • Please add a narrative to justify your claims around impacts and, • Please describe the analysis and interpretation of evidence to support your conclusion as this will inform members decision making
Race	Neutral	Tower Hamlets has the largest Bangladeshi population in both London and England at 30%. Currently there is proportionally a small over-representation of the Bengali community using the Learning Disability Service at 39% against demographic estimates. It is not anticipated that this proposal will impact on this group.

		Through this proposal, service users from all communities will continue to receive care and support that will meet their needs. Services that will be reviewed will help users to be more independent and, where appropriate, moved to be living closer with family and friends. It is therefore anticipated that this proposal will help service users maintain contact with their communities of choice, where previously this may have been more difficult.
Disability	Neutral	The proposal will focus on effective reviews of service users with a learning disability and determining whether their needs can be met with a reduced support package. All service users in this area will continue to receive services based on FACS eligibility criteria. Through the review of care packages existing recipients of ILF care will be reviewed to ensure that their needs are met. Although we will need to think what other preventative support is provided for service users if they do not meet FACS eligibility. Therefore it is not expected that any individual with a disability would be adversely impacted by the proposal.
Gender	Neutral	There is higher proportion of male service users (57%), but it is not expected that they would be affected by the proposal.
Gender Reassignment	Neutral	There are currently no service users who have been identified as having gender reassignment.
Sexual Orientation	Neutral	Service user data does not record the sexuality of the majority of service users, but it will not have an adverse impact on users of any sexual orientation as needs of service will continue to be met based on the FACS eligibility criteria.
Religion or Belief	Neutral	Data on the religion and belief of service users with a learning disability is incomplete, but it is not anticipated that this proposal will have an adverse impact on different communities of faith.

		The proposal will review users' needs against the FACS eligibility criteria and where appropriate, move them closer to their family, friends and communities. Therefore enable them to have easier access to established sources of informal support than they would have had if for example, they moved to out of borough residential care.
Age	Neutral	Over half of service users with Learning Disability are aged 16-34. These are usually young people with complex needs. The prevalence of people with learning disabilities is also growing moderately due to improving health and life expectancy, which means higher likelihood of older people with learning disabilities in the future. This proposal will not affect service users' eligibility for services. Therefore it is not anticipated that this proposal will have an adverse impact on any particular age group of service users.
Marriage and Civil Partnerships	Neutral	This information is not currently recorded but it is not expected that this proposal will have an adverse impact on users of any marital status as needs of service will continue to be met based on the FACS eligibility criteria.
Pregnancy and Maternity		Not applicable
Other		Not applicable

Section 4: Equality Impact Assessment Action Plan

Please list in the table below any adverse impact identified and, where appropriate, steps that could be taken to mitigate this impact.

If you consider it likely that your proposal will have an adverse impact on a particular group(s) and you cannot identify steps which would mitigate or reduce this impact, you will need to demonstrate that you have considered at least one alternative way of delivering the change which has less of an adverse impact.

Adverse impact	<p>Please describe the actions that will be taken to mitigate this impact <i>(All the actions below will be included within the overall action plan for the closure of in-house homecare service).</i></p> <p><i>If an adverse impact cannot be mitigated please describe an alternative option, its costs and the equality impact.</i></p>
Not applicable	

Section 5: Future Review and Monitoring
<p>Please explain how and when the actual equality impact of these changes will be reviewed and monitored. See above action plan.</p> <p>As part of the monitoring of Learning Disability Services including commissioned services, service user profile information should continue to be collected and analysed to ensure there is no adverse impact on vulnerable adults receiving Learning Disability Care packages.</p> <p>It is recommended that management teams monitor the number of care packages that are reviewed to ensure service users' needs are in line with the eligibility criteria.</p> <p>Tower Hamlets will continue to be involved with the ILF transfer programme to feed into ongoing discussions with other Local Authorities.</p> <p>It is also recommended that consultation is undertaken with Learning Disability service users 2-3 months after a care package review was carried out to collect feedback and review levels of satisfaction with the process.</p>

TITLE:	Better targeting and integration of reablement services						
DIR:	ESCW						
SERVICE:	Reablement					REF: ESCW055	
TEAM:						LEAD OFFICER: Bozena Allen	
SAVINGS OPPORTUNITY	BASE BUDGET £000	Net Savings 15/16 £000	Net Savings 16/17 £000	Net Savings 17/18 £000	Total Saving	THEMES:	Is an EA Req?
Better targeting and integration of reablement services	2,150	200			200	Delivering Differently	Yes
FTE Reductions							
DETAILS OF SAVINGS OPPORTUNITY							
<p>The integration agenda between social care and NHS services, funded through the Better Care Fund, presents an opportunity to better join up services at local level. This opportunity is to review our current reablement service with our health partners, to better target the service on need and potentially lever in funds from the NHS to help support the work that this service does in facilitating hospital discharge and preventing readmissions.</p>							
IMPLICATIONS TO CONSIDER including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT							
<p>There is a risk that NHS partners will not agree to provide funding to support this service. However given the important role it will play in facilitating discharge and preventing re-admission to hospital, and as a result making savings in the health system, this is thought to be unlikely.</p>							
EQUALITIES SCREENING							
	YES/NO	IF YES - please provide further details on how this impacts on each equalities groups					
Does the change reduce resources available to address inequality?	No	This proposal would reduce net expenditure by raising income from health through better targeting of the service to hospital discharge and preventing admissions					
Does the change reduce resources available to support vulnerable residents?	No	As above					
Does the change involve direct Impact on front line services?	No						
CHANGES TO A SERVICE							
Does the change alter who is eligible for the service?	No						
Does the change alter access to the service?	No						
Does the change involve revenue raising?	Yes	Revenue from NHS- no adverse equalities impact					
Does the change involve a reduction or removal of income transfers to service users?	No						
Does the change affect who provides the service, i.e. outside organisations?	No						
Does the Change involve Local Suppliers being affected?							
Does the change affect the Third Sector?							
Does the change affect Assets?							
CHANGES TO STAFFING							
Does the change involve a reduction in staff?	No						
Does the change involve a redesign of the roles of staff?	No	This would be established as part of the review. Any impact would need to be assessed as proposals emerge					

TITLE:	Reduce Duplication in Leaving Care Service						
DIR:	ESCW						
SERVICE:	Leaving Care Service					REF: ESCW057	
TEAM:						LEAD OFFICER: Steve Liddicott	
SAVINGS OPPORTUNITY	BASE BUDGET £000	Net Savings 15/16 £000	Net Savings 16/17 £000	Net Savings 17/18 £000	Total Saving	THEMES:	Is an EA Req?
Efficiency review of Leaving Care Service	2,066	427			427	Delivering Differently	Yes
FTE Reductions	30	7			7		
DETAILS OF SAVINGS OPPORTUNITY							
<p>The Leaving Care service provides a statutory function supporting young people who are eligible for support as care leavers. This support includes helping this group of young people into employment, education or training and housing. Currently, Looked After young people are supported by social workers between the ages of 16 - 18. Simultaneously, they are also supported by Personal Advisors with their employment, education and training prospects between the ages of 16 and 21 or 25. This current system provides support to care leavers above the statutory requirements. It also causes duplication and unnecessarily increases the number of contacts for the young person between the ages of 16 - 18.</p> <p>Our expenditure on leaving care services is approximately 1.6 times the London average per head of population, despite relatively low numbers of children in care.</p> <p>This proposal would streamline the support received by young people in care during this specific age period. The streamlining would be achieved by ensuring only social workers support young people between the ages of 16 and 17.5 years. Personal Advisors in the Leaving Care Service would then be introduced to the young person at 17.5 years. This will still meet statutory requirements and enable us to reduce our expenditure on supporting care leavers through reducing the number of staff supporting them during the 16 to 17.5 year age period. This reduction in support will free staff to absorb participation work.</p> <p>Looked After Young People also currently receive support from the Careers Service and Youth Service. The Leaving Care service will work closely with the Careers Service and the Youth Service to ensure there is better integrated support provided to this group of young people and to ensure there is less duplication across the services in their support efforts.</p> <p>We are also proposing small reductions in transfer payments to individuals leaving care. We would continue to provide support to these young people in line with statutory requirements.</p>							
IMPLICATIONS TO CONSIDER							
including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT							
There will be a reduction in the number of people supporting care leavers.							
EQUALITIES SCREENING							
	YES/NO	IF YES - please provide further details on how this impacts on each equalities groups					
Does the change reduce resources available to address inequality?	Yes	Although there will be a reduction in staffing to support care leavers, we will continue to meet the statutory requirements in relation to care leavers support. There will also be a small reduction in non-essential grant payments.					
Does the change reduce resources available to support vulnerable residents?	Yes	As above					
Does the change involve direct Impact on front line services?	Yes	As above					
CHANGES TO A SERVICE							
Does the change alter who is eligible for the service?	No						
Does the change alter access to the service?	No						
Does the change involve revenue raising?	No						
Does the change involve a reduction or removal of income transfers to service users?	Yes	It is likely that we will be reducing some of the financial support given to care leavers. However, we will retain a large part of our current expenditure and will be seeking to target financial support more effectively. The extent of this will be established as part of the review and a full EIA completed to assess impact.					
Does the change affect who provides the service, i.e. outside organisations?	No						
Does the Change involve Local Suppliers being affected ?	No						

Does the change affect the Third Sector?	No	
Does the change affect Assets?	No	
CHANGES TO STAFFING		
Does the change involve a reduction in staff?	Yes	Estimated impact 7 FTE . Two of the posts are currently vacant. Social work posts can be redeployed within the children's social care service.
Does the change involve a redesign of the roles of staff?	No	

Budget Savings Proposals Full Equality Analysis

Section 1: General Information

1a) Name of the savings proposal

ESCW 057: Reduce duplication in leaving care service

1b) Service area

Children's Social Care, Education, Social Care and Wellbeing

Section 2: Information about changes to services

2a) Description of savings proposals and the reasons for this change

1. Efficiency Review of Leaving Care Service

The savings from this proposal are £427,000 for the 2015/16 financial year. This represents 21% of the overall budget.

The service provides a statutory function supporting young people who are eligible for support as care leavers. This includes helping these young people into employment, education or training and housing.

Our expenditure on leaving care services, at £49 per head of population, is approximately 1.6 times the London average, despite relatively low numbers of children in care. Our outcomes for care leavers are favourable compared to other boroughs in educational achievement and sending young people to university. Our indicators for suitable accommodation as well as being involved in activities (education, employment and training) are also favourable – but not necessarily in the top banding. There is an opportunity to review the service to bring costs in line with London average expenditure whilst maintaining positive outcomes.

The savings proposal would reduce our expenditure on supporting care leavers through reducing the number of staff who work in this service, bringing our expenditure closer to the London average. We would continue to provide support to these young people in line with statutory requirements. At present Personal Advisors become involved from the age of 16 plus in line with what is deemed as good practice under case law. However, it is proposed that we reduce this entitlement to a level which is consistent with many other local authorities (while at the same time not breaching statutory guidelines) by raising the age of involvement of personal advisors from 16 years old to 17 ½ years old. Young people in care would continue to be supported through the looked after children teams until personal advisors are allocated at age 17½.

There is a statutory requirement that all looked after children have a named allocated social worker who is registered with HCPC. All looked after children are deemed as looked after children until they are 18. Post 18 they become former relevant children and do not need a social worker allocated to them. Social workers are also better trained in safeguarding and often have experience of court work that is useful in addressing post 18 legal disputes.

Personal Advisors do not need to be professionally qualified. Their aim is much more to support the young people as they move towards their adulthood. Their skills lie in gaining confidence from young people and supporting them. They take on a greater advocacy role as well. They have a restricted role as far as safeguarding is concerned.

Most other boroughs have personal advisors who become involved post 17 ½ and not 16 like TH. The average allocation of cases held by Personal Advisors in other boroughs is 24/25. We are planning to move from 18 to 22.

Since the introduction of the current 'dual allocation' system for looked after children between 16 and 17.5 years old, we have invested in other services to support looked after children. As a result we have much improved services such as our Virtual School, which ensures that young people are supported in education and outcomes are maximized. We can also signpost young people to mainstream services such as Careers advice. This further reduces the need for two workers being allocated to cases.

It should be noted that young people will continue to have two workers for 6 months preceding their 18th birthday, to ensure that there is a smooth handover and effective transition management.

During consultation, care leavers expressed some concern about this plan. They felt that due to the higher case load that their social workers had, the PA was the person who they felt most able to meet their needs. They were concerned that they would find it difficult to contact their social worker and that they would often speak to a Duty Social Worker who would not be familiar with their case. During consultation, care leavers expressed that they felt that the time between 16/17½ was crucial in preparing young people for their transition into adulthood and were concerned about how this support would be offered by their social worker. They felt that having access to the support offered by the PA at age 17½ would be too late. By way of mitigation, even when a PA is allocated, the social worker remains the key worker for the young person. The specialist nature of some of the support offered by the LCS should be offered by the social worker within the Looked After Team, supported by opportunities to signpost into other services. The process of planning for independence already takes place jointly between the social worker and PA, and this will continue for the 6 month period prior to 18th birthday. The additional support offered to young people via the leaving care service, particularly access to courses, will still be offered once they turn 16. Care leavers also expressed a concern that the removal/reduction of some of their grants may impact on their motivation to attend education/work. This will need to be addressed by the allocated social worker so as to ensure that young people have access to these opportunities.

In summary, whilst this proposal reduces the amount of resources available to support young people looked after, no significant impact is anticipated due to the support and safeguards that will remain in place.

2b) What are the equality implications of your proposal?

Does the change reduce resources available to address inequality?

No. Despite the changes in staffing levels, all care leavers who were statutorily entitled to receive support would continue to do so.

Does the change reduce resources available to support vulnerable residents?

Yes. Currently, young people are allocated a Personal Advisor as they turn 16. This person works alongside the allocated social worker until the young person turns 18. The proposal is to increase the age at which a PA was allocated to 17½.

Does the change alter who is eligible for the service?

No. Eligibility is statutory.

Does the change alter access to the service?

Yes. The age at which young people are allocated a Personal Advisor is proposed to increase from 16 to 17½

Does the change involve revenue raising?

No

Does the Change involve a reduction or removal of income transfers to service users?

Possibly. There will be discussion as to some of the grants currently given to care leavers and whether they would continue.

Section 3: Equality Impact Assessment

With reference to the analysis above, for each of the equality strands in the table below please record and evidence your conclusions around equality impact in relation to the savings proposal.

Please list in the table below any adverse impact identified and, where appropriate, steps that could be taken to mitigate this impact. This analysis will inform the decision making process

If you consider it likely that your proposal will have an adverse impact on a particular group (s) and you cannot identify steps which would mitigate or reduce this impact, you will need to demonstrate that you have considered at least one alternative way of delivering the change which has less of an adverse impact.

If an adverse impact cannot be mitigated please describe an alternative option, its costs and the equality impact.

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Target Groups What impact will the proposal have on specific groups of service users and staff?	Impact – Positive or Adverse	Reason(s) Please add a narrative to justify your claims around impacts and, Please describe the analysis and interpretation of evidence to support your conclusion as this will inform members decision making
Race	Neutral	<u>Analysis</u> From the anticipated impact of the there is no evidence that it will negatively impact any specific race group. The racial background of service users is broadly representative of the Tower Hamlets.
Disability	Neutral	<u>Analysis</u> There is no evidence that the impact of the proposal will adversely affect service users with a disability.
Gender	Neutral	<u>Analysis</u> From the anticipated impact of the proposal there is no evidence that it will negatively impact any specific Gender group. The gender of service users is broadly representative of the Tower Hamlets.

Gender Reassignment	Neutral	There is no Service User data on Gender Reassignment. From the anticipated impact of the proposal there is no evidence that it will negatively impact any gender reassignment group.
Sexual Orientation	Neutral	There is no Service User data on sexual orientation. From the anticipated impact of the proposal there is no evidence that it will negatively impact any sexual orientation group.
Religion or Belief	Neutral	<u>Analysis</u> From the anticipated impact there is no evidence that it will negatively impact any specific Religious or belief group.
Age	Neutral	<u>Analysis</u> Young people who access the LCS are between 16 and 21 (24 if still in full time education). The proposal increases the age of eligibility to 17½. This remains within statutory guidelines although it is not deemed to be best practice under case law.
Socio – economic	Neutral	<u>Analysis</u> Children who become known to Children’s Social Care, are by their nature more vulnerable. They will all have some additional needs which has led to their being allocated a social worker. There is evidence that children who come from economically deprived backgrounds are more likely to be known to Children’s Social Care, therefore any proposals which impact on the delivery of CSC services will have an additional impact on poorer families. However, the proposal is to end the dual allocation of a social worker and personal advisor. As long as the young person receives

		the necessary support, there should be no significant impact.
Marriage and civil Partnership	Neutral	Not relevant
Pregnancy and Maternity	Neutral	Not relevant
Other	Neutral	Not relevant

Section 4: Equality Impact Assessment Action Plan

Please list in the table below any adverse impact identified and, where appropriate, steps that could be taken to mitigate this impact.

If you consider it likely that your proposal will have an adverse impact on a particular group (s) and you cannot identify steps which would mitigate or reduce this impact, you will need to demonstrate that you have considered at least one alternative way of delivering the change which has less of an adverse impact.

Adverse Impact	Please describe the actions that will be taken to mitigate this impact
No adverse impact identified	

Monitoring and Review

- All children who would previously have been allocated a Personal Advisor are considered Looked After and as such their plans are reviewed by independent reviewing officers. Following the change in allocation age, an additional emphasis should be placed on these reviews to ensure that the young people still receive the necessary support and guidance from their social worker that they had been from the PA.
- Children in Care Council to continue to be involved in the implementation and review of this proposal.

TITLE:	Integration of Accommodation Based Floating Support Service						
DIR:	ESCW						
SERVICE:	Supporting People					REF: ESCW059	
TEAM:						LEAD OFFICER: Carrie Kilpatrick	
SAVINGS OPPORTUNITY	BASE BUDGET £000	Net Savings 15/16 £000	Net Savings 16/17 £000	Net Savings 17/18 £000	Total Saving	THEMES:	Is an EA Req?
Decommission MHFSS	2,494	109			109	Delivering Differently	Yes
FTE Reductions							
DETAILS OF SAVINGS OPPORTUNITY							
<p>This proposal would review ending current contracts and incorporating the support provided for existing service users into another existing mental health service. It is envisaged that the incorporation of the Accommodation Based Floating Support into another service will not have an adverse impact on the service users or the provision of support provided to them when in crisis.</p> <p>As this proposal does not seek to withdraw or decommission the existing service but incorporate the Accommodation Based Floating Support service into another Mental Health service we will not see a significant shift in the way support is delivered to users of the service. Under the proposed changes, service users will still receive the same level of support and hours they currently receive at a time that is convenient to them. They may however experience a change in support worker although they will still be given a choice of keyworkers from which to choose.</p>							
IMPLICATIONS TO CONSIDER							
<p>The renegotiation of contracts to deliver floating support will deliver savings whilst retaining our commitment to :</p> <ul style="list-style-type: none"> • The prevention agenda and demand management; • Maximising independent living for people with mental health issues; • The Time to Change Agenda and Mental Health Issues more widely. 							
EQUALITIES SCREENING							
	YES/NO	IF YES - please provide further details on how this impacts on each equalities groups					
Does the change reduce resources available to address inequality?	Yes	The proposal will reduce the amount of support available to for people with mental health issues living in the community by 100 support hours per week or 5,200 per year					
Does the change reduce resources available to support vulnerable residents?	Yes	This is a core preventative service that supports people to remain independent, so preventing the need for more institutionalised high cost forms of care- including registered care and hospital care. There are though still significant resources available in the ILCS floating support services.					
Does the change involve direct Impact on front line services?							
CHANGES TO A SERVICE							
Does the change alter who is eligible for the service?	No						
Does the change alter access to the service?	Yes	This ends the existing service; although some work will be absorbed in the remaining contract with LookAhead					
Does the change involve revenue raising?	No						
Does the change involve a reduction or removal of income transfers to service users?	No						
Does the change affect who provides the service, i.e. outside organisations?	No						
Does the Change involve Local Suppliers being affected ?	No						
Does the change affect the Third Sector?	Yes	As detailed above this affects contracts with a third sector provider					
Does the change affect Assets?	No						
CHANGES TO STAFFING							
Does the change involve a reduction in staff?	No						
Does the change involve a redesign of the roles of staff?	No						

Budget Savings Proposals **Full Equality Analysis**

Section 1: General Information

1a) Name of the savings proposal: ESCW 059 Integration of accommodation based floating support service

1b) Service area: Commissioning and Health, Education, Social Care and Wellbeing

2a) In brief please explain the savings proposals and the reasons for this change

The savings from this proposal are £109,000 in 2015/16 representing 40% of the total budget.

The existing Accommodation Based Floating Support service is comprised of three schemes, Bishops Way (6 units) School House (15 units) and St Marks Street (3 units). This service is a floating support service and is currently provided by Look Ahead Care and Support. This proposal seeks to end this contract and incorporate the support provided to the 26 service users into another existing mental health service provision to be determined. It is envisaged that the incorporation of the Accommodation Based Floating Support into another service will not impact adversely on the service users or the provision of support provided to them when in crisis.

2b) What are the equality implications of your proposal?

All savings proposals have been screened for equalities relevance using the test of relevance questionnaire.

As this proposal does not seek to withdraw or decommission the existing service, but incorporate the Accommodation Based Floating Support service into another Mental Health service we will not see a significant shift in the way support is delivered to users of the service. Under the proposed changes, service users will still receive the same level of support and hours they currently receive at a time that is convenient to them. The new service will be provided by Look Ahead Care and Support therefore service users will not experience a change of provider. They may, however, experience a change in support worker although they will still be given a choice of keyworkers from which to choose.

Reduce the level of resources available to address inequality:

No potential negative impact is envisaged as the service will be maintained and continue albeit via another service.
Alter or change access to the service: The proposals will not alter or change the way service users access the service. They will still receive a support service based on their level of need as and when required. They will still be able to float in and out of the service as their support needs change.

Involve revenue raising : N/A

Change who is eligible for the service: The eligibility criteria for the Accommodation Based Floating Support service will not be affected, as it is predominately the same as other Mental Health service provision which specifies service users being subject to Care Plan Approach (CPA) arrangements within their criteria.

Change the provider of this service: Initially the incorporation of this service into another service will not result in a change of service provider. However in line with EU Regulations and procurement guidelines there is the possibility that the provider of this service could change when the service is retendered at the end of the existing contract in 2017.

Section 3: Equality Impact Assessment

Target Groups What impact will the proposal have on specific groups of service users and staff?	Impact – Positive or Adverse	Reason(s) <ul style="list-style-type: none"> Please add a narrative to justify your claims around impacts and, Please describe the analysis and interpretation of evidence to support your conclusion as this will inform members decision making
Race	Neutral	The largest proportion of service users in this area are Black or mixed race, with smaller numbers of White services users. A smaller proportion of service users are Asian. Both the current service and the proposed service into which the Accommodation Based Mental Health Floating Support service will be amalgamated were procured from the Framework Agreement, as such there is no evidence to suggest that there will be any negative impact. All potential suppliers are tested on their ability to deliver specific services at the ITT stage. Additionally all race groups receive an improved service under modernisation plans identified through the

		<p>Supporting People Strategy and other complimentary strategies.</p> <p>Buildings and services will be modernised and supported housing service personalised around the needs of each individual regardless of race.</p> <p>Equalities profiling of the current service user group is monitored to ensure improved outcomes are delivered for all race groups.</p> <p>Diversity monitoring will continue to be part of on-going contract monitoring.</p>
Disability	Neutral	<p>From the available data, the majority of service users stated that they did not consider themselves to have a disability, and two users stated they were disabled. The incorporating of the Accommodation Based Mental Health Floating Support service into another will not negatively impact on an individual with a disability. As identified in the SP 2011-2016 Commissioning Strategy, everyone living in supported housing, or receiving a floating support service, will have a wider range of options put in place to enable them to live a more independent life (improvements will be made to buildings, employment and training opportunities will increase and services will become more personalised). Everyone living in supported housing or receiving a floating support service will have access to improved information, advice and advocacy services.</p>
Gender	Neutral	<p>The majority of service users in this area are male. Services such as this that have been identified for procurement through the SP and other related strategies will be improved for everyone regardless of gender. With the expected increase in BME communities living in Supported Housing, service specifications have been written to ensure that the needs of both men and women from BME communities are met and services improved.</p> <p>Equalities profiling of the current service user group is monitored to ensure improved outcomes are delivered across gender.</p>
Gender Reassignment	Neutral	<p>No service users identified as having gender reassignment, there is no perceived negative impact for this group of service users.</p>

Sexual Orientation	Neutral	<p>The majority of service users (22) stated they are heterosexual, with five users declining to state their sexuality and two identifying as 'Other'. The SP team's long term plan is that services will be improved for anyone living in supported housing regardless of their sexual orientation. The improvement in data collection relating to sexual orientation will ensure that better data is collected to inform future improvement to commissioned services to meet the needs of LGB communities in Tower Hamlets.</p> <p>Equalities profiling of the current service user group is monitored to ensure improved outcomes are delivered for everyone regardless of sexual orientation.</p>
Religion or Belief	Neutral	<p>The majority of service users in this stated they were Christian (23), smaller numbers identified as being Muslim (3) or as having no religion (3). Housing related support services such as these are not contracted to deliver faith specific provision and all providers are required to demonstrate and evidence an ability to support service users to access religious and faith based services of their choice.</p> <p>All providers of housing related support provision are required to achieve prescribed national quality standards for fair access, diversity and inclusion.</p> <p>Equalities profiling of the current service user group is monitored to ensure improved outcomes are delivered for all religious and faith groups.</p>
Age	Neutral	<p>Service users are from a variety of age groups, with 11 users aged 26-34 and 11 aged 35-43, and smaller numbers (1-2) of service users across other age brackets. All Mental Health support services within the Supporting People programme are accessible to adults of any age.</p> <p>Equalities profiling of the current service user group is monitored to ensure improved outcomes are delivered for service users of all ages.</p>
Socio-economic	Neutral	<p>Supporting People Services such as these support individuals to maximise benefits, live a healthy lifestyle and access training with the aim of entering employment. Both services are performance managed to deliver against these aims.</p>
Marriage and Civil Partnerships.	Neutral	<p>27 service users indicated that they were single, and two stated they were married. There is no impact in terms of unlawful discrimination.</p>

Pregnancy and Maternity	Neutral	No service users stated they were pregnant. There is no further impact beyond those noted for gender.
Other	Neutral	Amalgamating the Accommodation Based Mental Health Floating Support Service into another service will not result in any loss of quality or availability of Supporting People services.

Section 4: Equality Impact Assessment Action Plan

Please list in the table below any adverse impact identified and, where appropriate, steps that could be taken to mitigate this impact.

If you consider it likely that your proposal will have an adverse impact on a particular group (s) and you cannot identify steps which would mitigate or reduce this impact, you will need to demonstrate that you have considered at least one alternative way of delivering the change which has less of an adverse impact.

If an adverse impact cannot be mitigated please describe an alternative option, its costs and the equality impact.

Adverse impact	Please describe the actions that will be taken to mitigate this impact
No adverse impacted identified for any specific target group	<p>Once the Accommodation based Floating Support service has been incorporated into another service, the service will be monitored in line with the current SP monitoring framework and will include :</p> <ul style="list-style-type: none">• Monitoring of prescribed statistical information, i.e. complaints, incidents, diversity and other scheme specific outcomes / information• Service user questionnaire Stakeholder questionnaire• Supporting people Quality Assurance Framework (QAF) resubmission of Action Plan (Including achievement of a level B grade of core objective C1.4 Fair Access, Diversity and Inclusion• Scheme Visit, which includes service user consultation, validation of performance / concerns, validation of QAF• Staff consultation

Section 5: Future Review and Monitoring

Please explain how and when the actual equality impact of these changes will be reviewed and monitored.
See above action plan.

The impact of changes will be monitored through:

1. The 2011-16 Supporting People Commissioning Strategy Delivery Plan;
2. The Mental Health Accommodation Strategy
3. Regular monthly monitoring information submissions from providers on service user (or customer) age, disability, ethnicity, gender, orientation, customer satisfaction, religion or belief, health and income status will be reviewed to ensure services are developed to meet identified needs;
4. Regular inspection visits/reviews will take place to ensure Look Ahead are meeting all necessary equality targets and legislation; and
5. Regular consultation with service users (or customers) will take place to ensure the needs of everyone regardless of age, disability, ethnicity, gender, sexual orientation, religion or belief, health and income status are taken into account

TITLE:	Transport efficiency review						
DIR:	ESCW						
SERVICE:	Transport					REF: ESCW061	
TEAM:						LEAD OFFICER: Anne Canning	
SAVINGS OPPORTUNITY	BASE BUDGET £000	Net Savings 15/16 £000	Net Savings 16/17 £000	Net Savings 17/18 £000	Total Saving	THEMES:	Is an EA Req?
Review home to school transport provision	4,637	675			675	Delivering Differently	
FTE Reductions							
DETAILS OF SAVINGS OPPORTUNITY							
<p>Benchmarking data suggests that our expenditure on home to school transport is £900k above London average. This opportunity is to review all paid for transport provision for both adults and children with a view to making efficiencies and to bring our spend in line with the average. This saving will be achieved through working with both CLC transport service and private transport providers to make efficiency savings. CLC savings will be made through improved route planning, vehicle procurement, depot costs and/ or raising alternative income sources to supplement the budget. Savings from private transport providers will be made through improved procurement processes.</p>							
IMPLICATIONS TO CONSIDER							
including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT							
The review would affect the CLC transport provider service.							
EQUALITIES SCREENING							
	YES/NO	IF YES - please provide further details on how this impacts on each equalities groups					
Does the change reduce resources available to address inequality?	No	This opportunity is an efficiency review of transport provision to bring our spend in line with London average. Transport will still be made available to eligible children in line with need.					
Does the change reduce resources available to support vulnerable residents?	No	As Above					
Does the change involve direct Impact on front line services?	No						
CHANGES TO A SERVICE							
Does the change alter who is eligible for the service?	No						
Does the change alter access to the service?	No						
Does the change involve revenue raising?	Yes	From other commercial sources- no equalities impact					
Does the change involve a reduction or removal of income transfers to service users?	No						
Does the change affect who provides the service, i.e. outside organisations?	No						
Does the Change involve Local Suppliers being affected ?	No						
Does the change affect the Third Sector?	No						
Does the change affect Assets?	Yes	The review of transport may affect the use of depot premises.					
CHANGES TO STAFFING							
Does the change involve a reduction in staff?	Yes	Possible impact- to be Assessed. Total staff numbers would not change, but working hours and FTEs may be reduced					
Does the change involve a redesign of the roles of staff?	No						

TITLE:	Public Health - Reconfiguration of sexual health services						
DIR:	ESCW						
SERVICE:	PUBLIC HEALTH - ACUTE SEXUAL HEALTH SERVICES					REF:CD/PH002/15-16	
TEAM:	PUBLIC HEALTH					LEAD OFFICER: CHRIS LOVITT	
SAVINGS OPPORTUNITY	BASE BUDGET £000	Net Savings 15/16 £000	Net Savings 16/17 £000	Net Savings 17/18 £000	Total Saving	THEMES:	Is an EA Req?
	7,311	800			800	Lean: Service Re-Design & Consolidation	Yes
FTE Reductions							
DETAILS OF SAVINGS OPPORTUNITY							
<p>Tower Hamlets has the 6th highest rates of acute sexual health infections (STIs) in England (up from 8th highest in 2011); 4,932 acute STIs were diagnosed in 2012 (new figures due in October), a rate of 1926.5 per 100,000 residents (this is approx. 2.5 times higher than the England average). Tower Hamlets also has one of the lowest prescribing rates for longer term contraception in London. Sexual health is a key aspect of public health and two of the key public health indicators (rates of HIV late diagnosis and rates of Chlamydia screening) relate to sexual health.</p> <p>The majority of STIs are treated in open access Genito-Urinary Medicine (GUM) services with 8 London sexual health clinics accounting for approx. 90% of all Tower Hamlets GUM appointments and these are using a tariff of approx. £170 for first appointments and £100 for second appointments. The savings will be made via four strategies:-</p> <ol style="list-style-type: none"> 1) Primary Prevention- reducing the rate of STIs infections, especially amongst gay & bisexual men, young people at risk of unsafe sexual behaviours and people from specific Black and Minority Ethnic groups (black ethnic origins) who have disproportionately high rates of infections. This can be achieved through increased condom use and behaviour change. 2) Secondary prevention- by increasing effective treatments, reducing the time delay to diagnosis and by greatly increased targeted case finding, which involves improving rates of sexual partner identification and confirming treatment has taken place. 3) A redesign of the sexual health treatment system through an "invest to save" approach. This means where it is appropriate sexual health screening and treatments are provided in Primary Care (Pharmacies & GP surgeries) and in community services (Contraception and Sexual Health Services in locally based clinics). This would focus especially on screening for STIs, increasing uptake and access to contraception (especially long term contraception). There was an approximately 30% increase in the uptake of the sexual health service in Primary Care in 2013/14 and the budget for activity has been increased by a further 30% for 2014/15. Cost per patient in Primary Care is approximately 50% less than for those who are seen in the GUM services. Community services are currently being re-commissioned with a greater focus on prevention and also the provision of routine alcohol and drugs screening and increasing efficiency. 4) Reducing costs within specialised Genito-Urinary Medicine services - This will be based on the continued operation of cost containment through a) working actively with all the sexual health services to reduce the demand for the more specialised services b) working with other local authorities to reduce charges where this is possible c) introducing a scale of payments that reduces costs once certain thresholds have been met d) in partnership with other borough introducing a new London wide payment system for GUM services based on the health improvement achieved with each patient rather than a flat rate for first appointment and follow up. The strategy to hold down charges will not impact adversely on any user group such as LGBT patients as access to the GUM services will remain open to those who have a strong preference to use those services. 							

IMPLICATIONS TO CONSIDER

(Summarise impact on services provided, service users and health outcomes. Outline any risks to achievement of the saving)

Local authorities are required by legislation to provide sexual health and contraceptive services for their local population and the services provided are currently under increased scrutiny by the national agency Public Health England and the Department of Health. Population change in Tower Hamlets is increasing the numbers of people in the demographic groups which have high levels of need for sexual health support, notably young people and gay & bisexual men. These trends are likely to continue. At the same time the Council's budget for providing sexual health services is fixed by the Department of Health and is not being increased in 2015-16.

It is important to recognise that we are not closing or limiting any services as anonymised services will continue to be available to Tower Hamlets residents on an open access basis.

However, if sexual health costs are not controlled it means that other priorities for expenditure to improve public health in the borough such as reducing smoking and alcohol consumption, maintaining healthy weight, prevention of poor health in early years and improving school health services will need to be reduced.

Through 2015-16 we will be closely monitoring and reviewing spend on open access GUM services and will be making use of the strategies outlined above to keep costs down.

All services in primary care, community sexual health services and acute GUM will continue to provide their services regardless of sexual orientation.

In addition, due to the high prevalence of sexually transmitted infection and HIV in gay men, there is 300k of additional investment targeted particularly at this group to prevent infections as well as to support people who are living with HIV. This investment is not being reduced.

The savings are based on seeking to stem the increasing demand on the acute GUM services through prevention and reconfiguration of services in the community. This will absolutely not affect access to open access services for any group, including Lesbian, Gay Bisexual and Transgender (LGBT). No-one will be turned away from the GUM services which are provided anonymously and they will continue to be available on an open access basis. Anyone who regards it as a vital personal preference, for example because they are anxious about disclosure of their gender or sexuality, will still have the right to attend for testing or treatment there.

EQUALITIES SCREENING

TRIGGER QUESTIONS	YES/NO	IF YES - please provide further details on how this impacts on each equalities groups
Does the change reduce resources available to address inequality?	No	
Does the change reduce resources available to support vulnerable residents?	No	Vulnerable, high risk and groups with high sexual health need will continue to be encouraged to access services

CHANGES TO A SERVICE

Does the change alter who is eligible for the service?	No	Services will continue to be open access. The strategy agreed with the clinical sexual health services to encourage appropriate activity to be diverted to primary care and community services will not have an adverse impact on any user group such as LGBT patients as access to the GUM services will remain open to those who have a strong preference to use GUM services.
Does the change alter access to the service?	No	Services will continue to be open access
Does the change involve revenue raising?	No	
Does the change involve a reduction or removal of income transfers to service users?	No	
Does the change affect who provides the service, i.e. outside organisations?	Yes	Greater local provision of services within Tower Hamlets will be encouraged

CHANGES TO STAFFING

Does the change involve a reduction in staff?	No	
Does the change involve a redesign of the roles of staff?	Yes	Services are already making more use of nurses, nurse consultants, self care and self testing regimes. These trends will need to continue to modernise service provision. Primary Care will need additional training and support to deliver more services

Budget Savings **Proposals** **Full Equality** **Analysis**

Section 1: General Information

1a) Name of the savings proposal: Public Health - Reconfiguration of sexual health services

1b) Service area: ESCW Public Health

Section 2: Information about changes to services

2a) In brief please explain the savings proposals and the reasons for this change

Provision of sexual health services is one of the new mandatory public health services of the council. Tower Hamlets has the 6th highest rates of acute sexual health infections (STIs) in England (up from 8th highest in 2011); 4932 acute STIs were diagnosed in 2012) (1926.5 per 100,000 residents - 2.5 times higher than the England average). TH also has one of the lowest GP prescribed long acting reversible contraception rates in London. Two PHOF indicators (HIV late diagnosis and Chlamydia screening) relate to sexual health.

The majority of STIs are treated in open access GUM services with 8 London providers accounting for approx. 90% of all TH GUM appointments using a tariff of approx. £170 for first appointments and £100 for second appointments. Containing costs requires reducing demand through prevention and diverting patients away from more expensive hospital services to community services. The savings will be made via four strategies:-

- 1) Primary Prevention- reducing STIs infections especially amongst gay & bisexual men, at risk young people and people from specific BME groups (black ethnic origins) who have disproportionally high rates of infections through increased condom use and behaviour change
- 2) Secondary prevention- increasing effective treatments, reducing time to diagnosis by greatly increased targeted case finding, improving partner identification and confirmed treatment

3) System redesign through invest to save- shifting appropriate sexual health activity to Primary Care (Pharmacy & Primary Care) and community services (tier 2 contraceptive and sexual health services (CASH services)) especially screening for STIs, increasing uptake and access to contraception (more long acting reversible contraception). There was an approx. 30% increase in uptake of the sexual health local enhanced service in Primary Care in 2013/14 and the budget for activity has been increased by a further 30% for 2014/15. Cost per patient in Primary Care is approximately 50% less than those seen in GUM services. CASH services have been re-commissioned in 2014 with an increase in both activity and a greater focus on prevention. The new CASH services have had an increase in their cost effectiveness through the specification of alcohol & drugs screening as part of their contract.

4) Reducing costs within GUM services- continued operation of cost containment through a) formal demand management strategy with providers b) application of a deflator c) marginal rate for increased activity d) application in 2016 of a new London wide payment system for GUM services which pays for outcomes & activity undertaken rather than a flat rate for first appointment and follow up e) investigating new service provider models to assess suitability where increases in activity are being reported e.g. The newly opened Dean Street Express has increased activity amongst Tower Hamlets in the first three months of the 2014 financial year by 199%

The above measures will not be straightforward as they will need a range of levers and increases in activity has been running at an annual rate of approx. 10% for the last three years (33% increase in costs) and are likely to be opposed by the current GUM providers. Cost containment of sexual health issues is an issue across London; however Tower Hamlets has one of the highest predicted increases in activity due to population change. The integration of a new integrated tariff for sexual health services should help with cost containment as activity will be more accurately coded and costed. A greater focus on prevention and incentivisation of primary care treatment is the longer term goal.

Consultation Responses

There have been a significant number of responses to the proposal to reconfigure sexual health services. Responses have been from a mixture of clinicians at GUM service providers, their patients and residents of the borough. The responses have focused on the following: potential for negative impact on accessibility to GUM services, an apparent lack of evidence base that prevention can reduce sexual health need, concerns as to the capacity and capability of primary care to increase sexual health services provided and apparent high numbers of GUM attendees (80%) who are symptomatic. One of the most frequently expressed concerns is that a reduction of service in GUM would force patients to go to GPs and pharmacies which would cause them embarrassment whereas in fact the GUM services would continue to be available but patients would be encouraged to make better use of primary care services where this is appropriate and acceptable to them. The cost containment strategy will not impact adversely on any user group such as LGBT patients as access to the GUM services will remain open to those who have a strong preference to use GUM services.

The potential for more efficient service provision through cost containment and a new payment mechanism (the integrated tariff) has only

featured in a small number of returns who have highlighted the potential for increased complexity of GUM patients increasing costings. A number of respondents have highlighted concerns with the process stating that the My Tower Hamlets forms have inhibited their response and so they have responded via the general council enquiry email. Respondents have also highlighted the need for more information on the proposed extent of the cuts and timing of their implementation. Given the issues highlighted further consultation on proposed changes to sexual health services is recommended to ensure that the cost containment proposals and potential to divert activity to lower cost providers is realistic.

2b) What are the equality implications of your proposal?

All savings proposals have been screened for equalities relevance using the test of relevance questionnaire attached (Appendix A).

Please go back to each of the test of relevance questions and **using evidence** please provide a more detailed analysis of the equality impact of your proposal.

EQUALITIES SCREENING		
TRIGGER QUESTIONS	YES/NO	IF YES - please provide further details on how this impacts on each equalities groups
Does the change reduce resources available to address inequality?	No	The resources available to level 1 and 2 services have been increased as well as access to these services has increased by approx. 20%. New contracts for enhanced primary prevention were mobilized in August 2014. As GUM services will remain open access high need groups will continue to be able to access providers of choice.
Does the change reduce resources available to support vulnerable residents?	No	Vulnerable, high risk and groups with high sexual health need will continue to be encouraged to access GUM services and services will remain open access, free at the point of delivery and so these will not be impacted by the proposed changes.
CHANGES TO A SERVICE		
Does the change alter who is eligible for the service?	No	GUM services will continue to be open access (i.e. available to all but focused on those with the greatest need) and a demand management strategy agreed with the providers will encourage appropriate activity e.g. routine contraception or appropriate asymptomatic STI screening to be diverted to level 1 & 2 services.
Does the change alter access to the service?	No	GUM services will continue to be open access and appropriate activity will be encouraged to be undertaken in level 1 & 2 services
Does the change involve revenue raising?	No	Increased activity in Primary Care is already funded in 2014/15 budget and non-contract PH budget spend will be used to fund the prevention campaigns
Does the change involve a reduction or removal of income transfers to service users?	No	N/A
Does the change affect who provides the service, i.e. outside organisations?	Yes	Greater local provision of services within Tower Hamlets will be encouraged and all level 1 and level 2 providers are based within Tower Hamlets

Section 3: Equality Impact Assessment

With reference to the analysis above, for each of the equality strands in the table below please record and evidence your conclusions around equality impact in relation to the savings proposal.

Please list in the table below any adverse impact identified and, where appropriate, steps that could be taken to mitigate this impact. This analysis will inform the decision making process

If you consider it likely that your proposal will have an adverse impact on a particular group (s) and you cannot identify steps which would mitigate or reduce this impact, you will need to demonstrate that you have considered at least one alternative way of delivering the change which has less of an adverse impact.

If an adverse impact cannot be mitigated please describe an alternative option, its costs and the equality impact.

Target Groups What impact will the proposal have on specific groups of service users and staff?	Impact – Positive or Adverse	Reason(s) <ul style="list-style-type: none"> Please add a narrative to justify your claims around impacts and, Please describe the analysis and interpretation of evidence to support your conclusion as this will inform members decision making
Race	Neutral	There will be greater access to local sexual health services by the expansion of level 1 and level 2 services. For complex or high need individuals open access will be maintained at level 3 i.e. GUM services.
Disability	Positive	Local level 3 services are still not yet fully DDA compliant and activity to address this will be required as part of the commissioning process in 2014/15. Increasing access to level 1 and level 2 services will widen the choice of more local providers.
Gender	Neutral	Sexual health services will remain open to all genders with specialist women's and men clinics provided by level 3 services as clinically indicated
Gender Reassignment	Neutral	Sexual health services will remain open to all genders with specialist women's and men clinics provided by level 3 services as clinically indicated. The cost containment strategy will not impact adversely on gender reassigned patients as access to the GUM services will remain open to those who may have a strong preference to use GUM services if they are concerned about using primary care settings.
Sexual Orientation	Positive	There will be greater access to local sexual health services by the expansion of level 1 and level 2 services. The cost containment strategy will not impact adversely on any user group such as LGBT patients as access to the GUM services will remain open to those who have a strong preference to use GUM services if they are concerned about using primary care settings.
Religion or Belief	Positive	The sexual health services do not currently collect information on this equality domain but have agreed to do so in 2014/15. It is not expected that there will be an impact on this domain
Age	Neutral	There will be greater access to local sexual health services by the expansion of level 1 and level 2 services. For complex or high need individuals open access will be maintained at level 3 i.e. GUM services which are open to all age competent people
Marriage and Civil Partnerships.	Positive	The sexual health services do not currently collect information on this equality domain but have agreed to do so in 2014/15. It is not expected that there will be an impact on this domain
Pregnancy and Maternity	Neutral	The services are already fully integrated into the maternity, pregnancy pathway and there is not expected to be any changes to this
Other	Neutral	Services will remain open access and free at point of delivery with a focus on local and accessible services and

Socio-economic Carers		so would not expected to adversely impact on any other relevant equality domain.
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Section 4: Equality Impact Assessment Action Plan

Please list in the table below any adverse impact identified and, where appropriate, steps that could be taken to mitigate this impact.

If you consider it likely that your proposal will have an adverse impact on a particular group (s) and you cannot identify steps which would mitigate or reduce this impact, you will need to demonstrate that you have considered at least one alternative way of delivering the change which has less of an adverse impact.

Adverse impact	Please describe the actions that will be taken to mitigate this impact
None	

If an adverse impact cannot be mitigated please describe an alternative option, its costs and the equality impact.

Section 5: Future Review and Monitoring

Please explain how and when the actual equality impact of these changes will be reviewed and monitored.

See above action plan.

The impact will be considered as part of the quarterly contract management meetings of level 1, 2 and 3 services. In the event that impacts are greater than anticipated or mitigating actions are not successful then further actions will be implemented to ensure no or only positive impacts on the equality domains.

As tier 3 services will remain open access and free at the point of delivery if the cost containment, prevention and appropriate activity diversion is not successful then future budgets may need to be reprofiled to ensure services are maintained.

TITLE:		PUBLIC HEALTH - SMOKING CESSATION					
DIR:		ESCW					
SERVICE:		PUBLIC HEALTH - SMOKING CESSATION				REF:CD/PH005/15-16	
TEAM:		PUBLIC HEALTH				LEAD OFFICER: CHRIS LOVITT	
SAVINGS OPPORTUNITY	BASE BUDGET £000	Net Savings 15/16 £000	Net Savings 16/17 £000	Net Savings 17/18 £000	Total Saving	THEMES:	Is an EA Req?
	1,480	360			360	Lean: Service Re-Design & Consolidation	Yes
FTE Reductions							
DETAILS OF SAVINGS OPPORTUNITY							
<p>Smoking cessation services are provided across the borough to all residents from a wide range of places including GP practices (the tobacco NIS contract) and Community Pharmacists- these account for 25% and 37% of quits. In addition there are more specialist services that target more complex smokers including pregnant smokers, smokers with a long term health condition and also specialist support for smokers from all black and minority ethnic groups (BME groups)- these account for 15% and 18% of quits.</p> <p>Helping people quit smoking and realise the huge health benefits of living tobacco free lives remains a local priority for Tower Hamlets. We have helped over 16,400 people quit smoking in the last 5 years and in 2014/15 we plan to help 2,000 more local residents become tobacco free. During this period our smoking prevalence has moved from being higher than that national average (27% in 2009) to slightly lower in 2014 (19.3%). We expect smoking prevalence to continue to fall as smokers either give up themselves or switch to e-cigs or nicotine vaporiser. However, the remaining smokers are likely to require more specialist help to break their nicotine addiction</p> <p>It is on the basis of this fall in prevalence that we estimate that we can reduce investment from previous levels without affecting access to services for people who need help or outcomes (maintaining a rate of 5% of estimated numbers of smokers being supported to quit ie 2000). At the same time, we need to target the groups with highest levels of smoking prevalence (eg Bangladeshi men, people with mental health problems). We therefore propose that the 360k funding reduction is mainly from universal services in general practice and community pharmacy (340k – reflecting expected reduction in need) with minimal impact on the more targeted services (20k efficiency savings).</p>							
IMPLICATIONS TO CONSIDER							
(Summarise impact on services provided, service users and health outcomes. Outline any risks to achievement of the saving)							
<p>Smoking prevalence is likely to continue to reduce through a combination of tobacco control policies and as existing smokers quit- however the remaining smokers are likely to continue to need targeted support and access to different NRT products to ensure they are supported in attempting to effectively quit. As in previous years maintaining access and uptake of smoking cessation services is likely to remain a Mayoral priority. It is too early to be sure of the implications of the large scale uptake of electronic cigarettes will have on smoking cessation or renormalizing tobacco smoking- these may be an opportunity or a threat in smoking cessation.</p>							
EQUALITIES SCREENING							
TRIGGER QUESTIONS	YES/NO	IF YES - please provide further details on how this impacts on each equalities groups					
Does the change reduce resources available to address inequality?	Yes	Although the overall budget for smoking cessation will be reduced, the programmes that target the most vulnerable groups will be maintained at current levels (subject to small efficiencies) and there will not be any significant impact on the resources focused on reducing health inequalities.					
Does the change reduce resources available to support vulnerable residents?	Yes	Smokers with chronic diseases e.g. COPD are often vulnerable residents and the reduction in resources for smoking cessation will be carefully managed to ensure vulnerable residents are not adversely affected.					
CHANGES TO A SERVICE							
Does the change alter who is eligible for the service?	No	Services will remain open access					
Does the change alter access to the service?	Yes	The treatment targets for the specialist cessation services will be reviewed and reduced in order to reflect a small reduction in funding and to provide a better quality service and higher completion rates. This will mean that slightly reduced numbers will be treated but with much stronger outcomes for individual patients, targeting those with the most urgent need to stop smoking with much stronger outcomes for individual patients.					
Does the change involve revenue raising?	No						
Does the change involve a reduction or removal of income transfers to service users?	No						
Does the change affect who provides the service, i.e. outside organisations?	Yes	There is likely to be a reduction in income to providers including Primary Care as item of service fees are reduced by applying a cost deflator					
CHANGES TO STAFFING							
Does the change involve a reduction in staff?	No						
Does the change involve a redesign of the roles of staff?	No						

Budget Savings Proposals

Full Equality Analysis

Section 1: General Information

1a) Name of the savings proposal: PH 05 Public Health - Smoking cessation

1b) Service area: ESCW Public Health

Section 2: Information about changes to services

2a) In brief please explain the savings proposals and the reasons for this change

Public health has been requested to make savings on services for 2015 -16. A total saving of £360,000 is required from the current smoking cessation services.

It is on the basis of a fall in prevalence that we estimate that we can reduce investment from previous levels without affecting outcomes (maintaining a rate of 5% of estimated numbers of smokers being supported to quit ie 2000). At the same time, we need to target the groups with highest levels of smoking prevalence (eg Bangladeshi men, people with mental health problems). We therefore propose that the 360k funding reduction is mainly from universal services in general practice and community pharmacy (340k – reflecting expected reduction in need) with minimal impact on the more targeted services (20k efficiency savings). These are set out below.

It is recommended that savings should be made where there is minimum impact to both quantitative and qualitative performance outcomes which enables the directorate to continue its commitment to the Public Health outcomes framework for tobacco. The greatest saving, with minimum risk to the 9 protected characteristics, can be made from the pharmacy treatment budget. This is due to the transfer of Primary Care treatment costs to the NIS contracts which led to an underspend last year with a predicted saving for the year 2014/15.

Further savings can be made within GP smoking cessation contracts. Primary care achieved a lower than expected quit rate in 2013-14 as a result of which the funding will be reduced. Due to the low quit rate any savings made through the GP contracts will have minimal impact on the volume or quality of service delivered. A re-negotiation of targets could in turn improve efficiency.

The treatment targets for the specialist cessation services will be reviewed and reduced in order to reflect a small reduction in funding and to provide a better quality service and higher completion rates. This will mean that slightly reduced numbers will be treated but with much stronger outcomes for individual patients, targeting those with the most urgent need to stop smoking.

2b) What are the equality implications of your proposal?

All savings proposals have been screened for equalities relevance using the test of relevance questionnaire attached (Appendix A).

Please go back to each of the test of relevance questions and **using evidence** please provide a more detailed analysis of the equality impact of your proposal.

There will be minimal impact on the nine protected characteristics as savings are being made where there is currently an underperformance in Primary Care and also an underspend on treatment costs due to the transferring of these costs to Primary Care. The existing services, including the specialist services, collectively support all local population groups. The BME specialist tobacco service works with all BME groups under the 2014/15 contract. The service will be accessible to all regardless of culture, language, gender etc. The specialist stop smoking service is accessible to all with specific targets for SMI, pregnancy and long term conditions. Both services bring in translators where required and use venues which have disabled access (including satellite venues). Primary care also offers disabled facilities and some translation services and may be more accessible to some segments of the local population. Pharmacies have restrictions with translation and disabled access.

Section 3: Equality Impact Assessment

With reference to the analysis above, for each of the equality strands in the table below please record and evidence your conclusions around equality impact in relation to the savings proposal.

Please list in the table below any adverse impact identified and, where appropriate, steps that could be taken to mitigate this impact. This analysis will inform the decision making process

If you consider it likely that your proposal will have an adverse impact on a particular group (s) and you cannot identify steps which would mitigate or reduce this impact, you will need to demonstrate that you have considered at least one alternative way of delivering the change which has less of an adverse impact.

If an adverse impact cannot be mitigated please describe an alternative option, its costs and the equality impact.

Target Groups What impact will the proposal have on specific groups of service users and staff?	Impact – Positive or Adverse	Reason(s) <ul style="list-style-type: none"> • Please add a narrative to justify your claims around impacts and, • Please describe the analysis and interpretation of evidence to support your conclusion as this will inform members decision making
Race	Neutral	The BME specialist tobacco service will continue to support clients from all BME groups and the generic specialist stop smoking service continues to be a service of choice for all segments of the local population.
Disability	Neutral	Both specialist services have disability access.
Gender	Neutral	There are sufficient existing services for all genders.
Gender Reassignment	Neutral	The specialist stop smoking service has an open door policy and supports all.
Sexual Orientation	Neutral	The specialist stop smoking service has an open door policy and supports all.
Religion or Belief	Neutral	Both specialist services are available for any religion/belief with translators where required.
Age	Neutral	All services are available for age 12 and above.
Marriage and Civil Partnerships.	Neutral	All existing services are available to all regardless of marital status.
Pregnancy and Maternity	Neutral	The specialist stop smoking service will continue to fully support pregnant smokers and their families.
Other Socio-economic Carers	Neutral	All services are available to all.

Section 4: Equality Impact Assessment Action Plan

Please list in the table below any adverse impact identified and, where appropriate, steps that could be taken to mitigate this impact.

If you consider it likely that your proposal will have an adverse impact on a particular group (s) and you cannot identify steps which would mitigate or reduce this impact, you will need to demonstrate that you have considered at least one alternative way of delivering the change which has less of an adverse impact.

Adverse impact	Please describe the actions that will be taken to mitigate this impact <i>(all the actions below will be included within the overall action plan for the closure of Aldgate Hostel)</i>
None identified.	

If an adverse impact cannot be mitigated please describe an alternative option, its costs and the equality impact.

Section 5: Future Review and Monitoring

Please explain how and when the actual equality impact of these changes will be reviewed and monitored.
See above action plan.

TITLE:	Public Health - Procurement and Non contract						
DIR:	ESCW						
SERVICE:	PUBLIC HEALTH - Procurement and Non-Contract				REF:CD/PH008/15-16		
TEAM:	PUBLIC HEALTH				LEAD OFFICER: SOMEN BANERJEE		
SAVINGS OPPORTUNITY	BASE BUDGET £000	Net Savings 15/16 £000	Net Savings 16/17 £000	Net Savings 17/18 £000	Total Saving	THEMES:	Is an EA Req?
	1,310	419			419	Lean: Service Re-Design and Consolidation	No
FTE Reductions							
DETAILS OF SAVINGS OPPORTUNITY							
The aim of this savings project is to achieve savings through (i) reduced expenditure on interim procurement support as the expectation is that this is no longer required as the Public Health procurement programme is close to completion. (ii) Savings will also be achieved through a reduction in Public Health's non-contract budget and (iii) technical support for public health needs assessment provided through the Commissioning Support Unit and the Clinical Effectiveness Group will also be reduced to provide savings.							
IMPLICATIONS TO CONSIDER							
(Summarise impact on services provided, service users and health outcomes. Outline any risks to achievement of the saving)							
Risks are mainly that delays to contract awards which hold up completion of the procurement process could require continuation of the additional procurement support far longer than originally intended making realisation of savings more difficult.							
EQUALITIES SCREENING							
TRIGGER QUESTIONS	YES/NO	IF YES - please provide further details on how this impacts on each equalities groups					
Does the change reduce resources available to address inequality?	No						
Does the change reduce resources available to support vulnerable residents?	No						
CHANGES TO A SERVICE							
Does the change alter who is eligible for the service?	No						
Does the change alter access to the service?	No						
Does the change involve revenue raising?	No						
Does the change involve a reduction or removal of income transfers to service users?	No						
Does the change affect who provides the service, i.e. outside organisations?	Yes	Small impact on Clinical Effectiveness Group (Queen Mary University) from reduced funding and decommission of sexual health support service currently provide by North East London Commissioning Support Unit.					
CHANGES TO STAFFING							
Does the change involve a reduction in staff?	Yes	Reduction of temporary support staff as follows: -1 Public Health (interim), -1 procurement (interim), -2 Legal services (interim)					
Does the change involve a redesign of the roles of staff?	No						

TITLE:	Public Health - Staffing						
DIR:	ESCW						
SERVICE:	PUBLIC HEALTH - STAFF					REF:CD/PH009/15-16	
TEAM:	PUBLIC HEALTH					LEAD OFFICER: SOMEN BANERJEE	
SAVINGS OPPORTUNITY	BASE BUDGET £000	Net Savings 15/16 £000	Net Savings 16/17 £000	Net Savings 17/18 £000	Total Saving	THEMES:	Is an EA Req?
Administrative Efficiencies	2,800	324			324	Lean: Service Re-Design and Consolidation	Yes
FTE Reductions	42	5			5		
DETAILS OF SAVINGS OPPORTUNITY							
To reduce public health staffing costs through restructure of the public health function in the context of streamlining roles (eg commissioning functions), vacancy management and identification of synergies with other council functions (eg analysis)							
IMPLICATIONS TO CONSIDER							
(Summarise impact on services provided, service users and health outcomes. Outline any risks to achievement of the saving.)							
The purpose of the restructure is to set a coherent establishment for the long term delivery of the public health function in the council. This is happening in the context of the implementation of a VR/ER process in the council. It will be important to coordinate the two processes as there is a risk that the outcome in terms of staff skill mix could become suboptimal.							
EQUALITIES SCREENING							
TRIGGER QUESTIONS	YES/NO	IF YES - please provide further details on how this impacts on each equalities groups					
Does the change reduce resources available to address inequality?	No						
Does the change reduce resources available to support vulnerable residents?	No						
CHANGES TO A SERVICE							
Does the change alter who is eligible for the service?	No						
Does the change alter access to the service?	No						
Does the change involve revenue raising?	No						
Does the change involve a reduction or removal of income transfers to service users?	No						
Does the change affect who provides the service, i.e. outside organisations?	No						
CHANGES TO STAFFING							
Does the change involve a reduction in staff?	Yes	There will be a reduction in staffing although this will be achieved through vacant post deletion and there will be no negative impact.					
Does the change involve a redesign of the roles of staff?	No						

TITLE: Public Health - Mainstreaming Healthy Communities Projects							
DIR:		ESCW					
SERVICE:		PUBLIC HEALTH - HEALTHY COMMUNITY				REF:CD/PH0010/15-16	
TEAM:		PUBLIC HEALTH				LEAD OFFICER: ESTHER TRENCHARD-MABERE	
SAVINGS OPPORTUNITY	BASE BUDGET £000	Net Savings 15/16 £000	Net Savings 16/17 £000	Net Savings 17/18 £000	Total Saving	THEMES:	Is an EA Req?
Administrative Efficiencies	1,619	388	0	0	388	Lean: Service Re-Design & Consolidation	Yes
FTE Reductions							
DETAILS OF SAVINGS OPPORTUNITY							
<p>Healthy Communities provides funding to address the wider determinants of health. This proposal would reduce local authority funding for certain projects including:</p> <ul style="list-style-type: none"> • Can Do Community Development – provides one off support for local community led health projects. Funding will be reduced but the programme will continue. • Community Gardeners – provides funding that supports identification of new sites/groups doing community gardening. Funding will be reduced but the programme will continue. • Referral Hub – provides a signposting “hub” to help residents access health activities (this work will be supported from another funding source) • Fast Food Demo – this was only a one year project to demonstrate a healthier take away retail model. • Reduction in non-contract spend – this is funding that is temporarily required whilst new contracts are started up. No service impact is anticipated. • Air Quality – this is short term project that is due to end in March 2015 • Well London Phase 2 - this is short term project that is due to end in March 2015 • Health Trainer Data – this service is being provided through the main Health Trainer contract and is therefore no longer needed <p>We will be seeking to secure external funding and support to supplement our continued funding in these areas and will be encouraging partners (such as registered social landlords) to support projects.</p>							
IMPLICATIONS TO CONSIDER							
(Summarise impact on services provided, service users and health outcomes. Outline any risks to achievement of the saving.)							
None							
EQUALITIES SCREENING							
TRIGGER QUESTIONS	YES/NO	IF YES - please provide further details on how this impacts on each equalities groups					
Does the change reduce resources available to address inequality?	Yes	age; - disability; - gender reassignment; 0 marriage and civil partnership; 0 pregnancy and maternity; - race; - religion or belief; - sex; - sexual orientation 0 Key ++ strong positive + positive 0 neutral - negative -- strongly negative					
Does the change reduce resources available to support vulnerable residents?	Yes	Yes -Healthy Communities funding is largely around at the wider determinants of health which can be or particular benefit vulnerable residents					
CHANGES TO A SERVICE							
Does the change alter who is eligible for the service?	No						
Does the change alter access to the service?	Yes	Reduce funding will lead to less sites and less participants					
Does the change involve revenue raising?	No						
Does the change involve a reduction or removal of income transfers to service users?	No						
Does the change affect who provides the service, i.e. outside organisations?	Yes	Will need to recommission so revised services					
CHANGES TO STAFFING							
Does the change involve a reduction in staff?	No	Not within LBTH but could affect staff within funded third sector organisations.					
Does the change involve a redesign of the roles of staff?	No						

Budget Savings Proposals
Full Equality Analysis

Section 1: General Information

1a) Name of the savings proposal: Public Health - Mainstreaming 'healthy communities' projects

1b) Service area: ESCW Public Health

Section 2: Information about changes to services

2a) In brief please explain the savings proposals and the reasons for this change

The following service areas will be reduced as indicated: Community Gardeners £50,000, Referral Hub £50,000, Fast Food Project £87,000, Health Trainer Data £9,150, Contract overlap costs £115,000 Reduction in non-contract spend £45,000, Air Quality £5,000, Well London Phase 2 £27,000 Total £388,150 Healthy Communities funding is largely focused on the wider determinants of health. A number of services will come to a natural end as they were short term and due to end by March 2015. The community gardening programme will continue but with reduced Council funding and support from other sources. Healthy Communities includes a range of projects and programmes – this savings proposal represents a 20% reduction of the overall budget.

Community Gardeners – reduction in ability to promote & support local people to take control of their environment and get involved in growing
Referral Hub – Reduction assuming outreach workers programme goes ahead – no equalities impact from this
Fast Food Demo – project is 12 month only.
Reduction in non-contract spend – reduction in one off short term projects
Air Quality, Well London Phase 2, Health Trainer Data, and contract overlap costs are all contracts that are due to end this year so no new recurrent spending

2b) What are the equality implications of your proposal?

All savings proposals have been screened for equalities relevance using the test of relevance questionnaire attached (Appendix A).

Please go back to each of the test of relevance questions and **using evidence** please provide a more detailed analysis of the equality impact of your proposal.

Consultation response

The consultation responses were very limited in number but did express concerns about reducing funding for healthy community interventions - especially community gardening- and the impacts on vulnerable users. A petition of people who attended the Tower Hamlets Food Growing Network event held on 18th October against reduced funding for community gardening initiatives was also submitted stressing the case for community gardening as a means of promoting healthy food education and community cohesion.

In response it should be noted that it is not the Council's intention to reduce the commitment to supporting community gardening but there is already a strong movement for this in the borough and many of the borough's housing bodies already support this with their own resources. The Community Gardening project has been funded by the Council as a 15 month pilot and has been intended to provide seed funding for more growing sites to be established across the borough which it has delivered. We intend to continue funding this in 2015-16 but with a reduced

level of funding. It is anticipated that any impact from the reduction in community gardening programme can be offset by an increase in funding from other external sources such as the housing associations that are supportive of this activity on their land.

The proposal has also been changed since the original saving proposal to remove the proposed reduction to the Can Do programme. This reduces the equalities impact.

Section 3: Equality Impact Assessment

With reference to the analysis above, for each of the equality strands in the table below please record and evidence your conclusions around equality impact in relation to the savings proposal.

Please list in the table below any adverse impact identified and, where appropriate, steps that could be taken to mitigate this impact. This analysis will inform the decision making process

If you consider it likely that your proposal will have an adverse impact on a particular group (s) and you cannot identify steps which would mitigate or reduce this impact, you will need to demonstrate that you have considered at least one alternative way of delivering the change which has less of an adverse impact.

If an adverse impact cannot be mitigated please describe an alternative option, its costs and the equality impact.

Target Groups What impact will the proposal have on specific groups of service users and staff?	Impact – Positive or Adverse	Reason(s) <input type="checkbox"/> Please add a narrative to justify your claims around impacts and, <input type="checkbox"/> Please describe the analysis and interpretation of evidence to support your conclusion as this will inform members decision making
Race	Neutral	Some ethnic minorities are over represented within the group that the Community Gardening programme engages, however, no adverse impact is anticipated as the pilot programme is now well-established and able to draw funding support from a range of committed sources.
Disability	Neutral	Community gardening is particularly suitable for those with low level mental ill-health however no adverse impact is anticipated for the same reasons as stated above.
Gender	Neutral	
Gender Reassignment	Neutral	
Sexual Orientation	Neutral	
Religion or Belief	Neutral	
Age	Neutral	
Marriage and Civil Partnerships.	Neutral	
Pregnancy and Maternity	Neutral	
Carers	Neutral	

Section 4: Equality Impact Assessment Action Plan

Please list in the table below any adverse impact identified and, where appropriate, steps that could be taken to mitigate this impact.

If you consider it likely that your proposal will have an adverse impact on a particular group (s) and you cannot identify steps which would mitigate or reduce this impact, you will need to demonstrate that you have considered at least one alternative way of delivering the change which has less of an adverse impact.

Adverse impact	Please describe the actions that will be taken to mitigate this impact
None	

If an adverse impact cannot be mitigated please describe an alternative option, its costs and the equality impact.

Section 5: Future Review and Monitoring

Please explain how and when the actual equality impact of these changes will be reviewed and monitored.

See above action plan. Impacts will be monitored through the regular cyclical programme monitoring process.

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TITLE:	Public Health - Drug Service Commissioning						
DIR:	ESCW						
SERVICE:	PUBLIC HEALTH - DRUG SERVICE COMMISSIONING					REF:CD/PH/0011/15-16	
TEAM:	PUBLIC HEALTH					LEAD OFFICER:	
SAVINGS OPPORTUNITY	BASE BUDGET £000	Net Savings 15/16 £000	Net Savings 16/17 £000	Net Savings 17/18 £000	Total Saving	THEMES:	Is an EA Req?
Administrative Efficiencies	7,400	500			500	Lean: Service Re-Design and Consolidation	Yes
FTE Reductions							
DETAILS OF SAVINGS OPPORTUNITY							
<p>The level of savings proposed are achievable via the re-procurement exercise with minimal impact on frontline services at current levels of demand. The new treatment system has been designed to generate increased engagement in treatment whilst at the same time improving service quality and staff/client ratios. The majority of this saving will be generated from non-frontline expenditure but there will be some loss of frontline capacity and hence a pressure within services as demand grows. This will need to be monitored on an annual basis.</p> <p>£357k of the £500k can be achieved without reducing funding to frontline services. This significantly minimises the impact of a funding reduction and is considered to be manageable within the re-procurement process which will generate some cost efficiencies via reduced management costs and overheads.</p>							
IMPLICATIONS TO CONSIDER (Summarise impact on services provided, service users and health outcomes. Outline any risks to achievement of the saving.)							
<p>The level of savings proposed are achievable via the re-procurement exercise with minimal impact on frontline services at current levels of demand. The new treatment system has been designed to generate increased engagement in treatment whilst at the same time improving service quality and staff/client ratios. The majority of this saving will be generated from non-frontline expenditure but there will be some loss of frontline capacity and hence a pressure within services as demand grows. This will need to be monitored on an annual basis.</p>							
EQUALITIES SCREENING							
TRIGGER QUESTIONS	YES/NO	IF YES - please provide further details on how this impacts on each equalities groups					
Does the change reduce resources available to address inequality?	Yes	The treatment system currently consists of a variety of contracts with specialist services for the homeless, women, BME communities, pregnant women.					
Does the change reduce resources available to support vulnerable residents?	Yes	Drug / alcohol users and their families are a vulnerable group often suffering from ill health, poor accommodation arrangements, financial difficulties, poor educational attainment and employment prospects.					
CHANGES TO A SERVICE							
Does the change alter who is eligible for the service?	No						
Does the change alter access to the service?	Yes	The number of access routes across the system will reduce though this is seen to be beneficial for appropriate oversight of individual treatment journeys.					
Does the change involve revenue raising?	No						
Does the change involve a reduction or removal of income transfers to service users?	No						
Does the change affect who provides the service, i.e. outside organisations?	Yes	There is currently a wide range of providers across the treatment system from 3rd sector and statutory agencies. The number of agencies involved will reduce upon re-procurement.					
CHANGES TO STAFFING							
Does the change involve a reduction in staff?	Yes	Within commissioned agencies					
Does the change involve a redesign of the roles of staff?	Yes	Within commissioned agencies					

Budget Savings Proposals Full Equality Analysis:

Section 1: General Information

This proposal will reduce funding to drug and alcohol treatment by £500k in order that it may be utilised elsewhere as part of the Public Health Savings Programme. This reduction would be achieved via reprocurement of the treatment system modelled to achieve better treatment outcomes for residents in the treatment system, improve overall performance of drug and alcohol services in the borough, attain better value for money and respond better to local needs.

Section 2: Information about changes to services

2a) Description of savings proposals and the reasons for this change

The DAAT completed a Substance Misuse Needs Assessment in February 2014, which involved a variety of consultation exercises with stakeholders and service users. The needs assessment concluded that the re-procurement of drug and alcohol services in Tower Hamlets would be the appropriate way to improve future performance and achieve better value for money.

A funding reduction of £500k has now been proposed and this Equality Assessment seeks to address the impact of this budget reduction.

£357k of the £500k can be achieved without reducing funding to frontline services. This significantly minimises the impact of a funding reduction and is considered to be manageable within the re-procurement process which will generate some cost efficiencies via reduced management costs and overheads.

£143k, will potentially negatively impact service users – such impacts are considered in this Equality Assessment.

The reduction of £143k across treatment services will be managed via the procurement process. Essentially this will mean that the

budgets available for treatment will be reduced by £143k and providers bidding for these services will need to deliver within the reduced budget. Details of how this will be achieved will only be fully available once providers submit their bids. However, as the number of discrete services reduce, there are efficiencies to be made in premises / management costs etc and we anticipate there being more frontline capacity than currently available.

The borough has complex need opiate drug users and a complex treatment structure. In recent months service users successfully completing treatment have decreased, re- presentations back into drug services have increased and new entries into treatment decreased. This trend means that performance compared to other boroughs in the same complexity cluster has worsened.

The DAAT has access to good data and research about Tower Hamlets on the Borough Profile web pages. This information is setting the scene and provides an understanding of the different communities in the borough. However, we have only limited information about the local problematic drug using population who do not engage in services and drug use in general. The majority of data comes from treatment sources, based on information about clients in the treatment system.

In this EA we discuss primarily the impact on service users . The information is taken from local monitoring reports provided directly from service providers and NDTMS data directly accessible via Public Health England.

Consultation meetings with the community reviewing the plans for re-procurement have played a crucial role to inform this EA, widening our understanding of potential risks and impacts on service delivery and service users. Results of the consultation meetings with service users, service providers and GPs are discussed in this document.

Both quantitative and qualitative information contributed to our analysis and are represented in our conclusions and recommended actions.

2b) What are the equality implications of your proposal?

We anticipate that proposed changes to the service at full budget will ensure that more frontline staff are available to deliver drug and alcohol services in the borough. At the same time we are committed to maintain specific focus on key working, counselling and psychosocial interventions. New developments in service specifications for the new treatment system model include; Increased psychosocial interventions, robust care planning review processes, dedicated referral / outreach capacity for targeted populations,

longer opening hours, home visits where appropriate, embedded family interventions, improved recovery support interventions integral to every service user's care plan.

Tier 4 residential detoxification and rehabilitation are not included in the re-procurement process. However this service would be impacted with this level of budget reduction. The provision is set to give clients access to residential detoxification and rehabilitation either in borough or in appropriate localities. These decisions are reached by the Tier 4 Panel who are formed through a multiagency partnership including clinicians, treatment providers and commissioners. In many cases clients work through their structured treatment to move onto residential detoxification and rehabilitation. Indeed for many this is seen as the panacea of their treatment. Nonetheless in a recovery orientated service residential detox and rehabilitation is an important instrument to secure recovery outcomes.

Section 3: Equality Impact Assessment

Consultation

Quantitative data available for EA

- Statistics from NDTMS (National Drug Treatment Monitoring System) contains information about who is in treatment and for what. Data about drug & alcohol use and treatment has been analysed extensively in the Substance Misuse Needs Assessment 2013/14. This data set is critical to assessing both service need and performance. It also supports an understanding of treatment demand to inform substance misuse intervention priorities for local partnerships.
- Data about the Tower Hamlets population – Access via Tower Hamlets Borough Profile web pages for statistics about the boroughs population including information from the National Census 2011.
- Results from service user questionnaire with 200 responses delivered as part of Substance Misuse Needs Assessment 2013/14 informing its recommendations
- Service user data from monitoring returns (latest data June / July 2014)

- Staff monitoring data provided by service providers (Q4 2013/14 and July 2014)

Qualitative information available for EA

- Substance Misuse Needs Assessment interviews with 29 stakeholders from service providers and DAAT staff. Interviews undertaken in Nov and Dec 2013.
- Four qualitative research focus groups in Dec 2013 with 36 clients with experience of a range of Tower Hamlet drug and alcohol services, including ISIS, THCAT, CDT and NAFAS.
- Consultation workshop with service managers 17th July 2014
- Consultation workshop with GPs, three session 22nd, 23rd and 25th July 2014
- Consultation workshop with Drug & Alcohol Network 23rd July 2014
- Consultation workshop with service user 24th July 2014

Consultation Findings

• Extensive consultation including focus groups and survey based research with relevant interest groups, service users, service providers and stakeholders were carried out as part of the Substance Misuse Needs Assessment 2013/14. The results informed directly the recommendations of the needs assessment which were used to inform the proposed re-procurement of local services.

• Various consultation sessions were delivered to consult on the preferred service commissioning model in the borough including three sessions with GPs, a consultation workshop with service managers of local drug and alcohol services, a workshop with the Drug & Alcohol Network and a session with the service user group.

As part of the consultation workshops, participants agreed with the general direction of the plans and supported the proposals including:

- the streamlined structure, easier to understand and navigate;
- the clear journey from admission to recovery;
- the overall recovery focus, and
- increase of front line staff and level of outreach / in-reach.

Workshop participants raised concerns about the re-procurement plans. The main concerns included:

- location of services;
- the flexibility of service delivery, out of hours availability including home visiting
- the workability of a consortia approach;
- maintaining the delivery of specific services including Blood Borne Viruses (BBV) or liver disease treatment;
- risk of losing specialist workers and specialist services, trained staff with negative impact on client relationships;
- are contract specifications robust enough to deliver results, and
- TUPE arrangements and service disruption.

These concerns have been integrated into the service specifications by the DAAT as part of the re procurement exercise and will be further addressed in contract negotiations. The future service providers will be responsible to deliver drug and alcohol treatment that will mitigate those concerns.

Target Groups	Impact – Positive or Adverse	Reason(s)
What impact will the proposal have on specific groups of service users and staff?		Please add a narrative to justify your claims around impacts and, Please describe the analysis and interpretation of evidence to support your conclusion as this will inform members decision making

Race	Possibly Adverse	<p>The majority of clients in treatment were White British (39 per cent), higher than the total population aged 18 plus of 35.7 per cent. Around 29 per cent percent of those in treatment were Bangladeshi which was again above the proportion of British Bangladeshi in the 18 plus population in the borough (25 per cent). In comparison, the Other White population was slightly under-represented in the treatment population. See table below. (Source: NDTMS 2013/14 All in treatment YTD / Census 2011)</p>																																																									
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		<p>With a £500K reduction this could limit the range of new entrants coming into services and services could focus on opiate and extreme levels of alcohol dependency. This could mean that many presenting with non-opiates (including KHAT, cannabis and legal highs) do not access treatment. This would suggest that the service would return to a strong dominance of White British and Bangladeshi presentation and a reduction in virtually all other ethnic groups.</p>
Disability	Neutral	<p>Census 2011, respondents were asked whether their activities are limited by long-term health problems or disability. They were able to choose between 'limited a lot', 'limited a little' and 'no'. Of over 254,000 respondents in the borough, 7 per cent stated that their day-to-day activities were limited a lot, and another 7 per cent stated they were limited a little.</p> <p>Service providers in Tower Hamlets monitor the take up of treatment by disability. Recent quarter 4 monitoring returns indicate that around 12.2 per cent of clients in treatment had a disability. This would be close to the borough average of 14 per cent taken from the Census2011.</p> <p>Current service users are overall representative of residents with a disability in Tower Hamlets. We anticipate developing strong links with mental health services improving services for those clients.</p> <p>The re-procured service will be tasked to work with high need groups in the borough. The consortia approach should ensure that the expertise of existing service provision in the borough will be retained. Even with a reduction in funding the proportion of disabled people entering services would remain broadly constant.</p>
Gender	Possibly adverse	<p>The overall gender split of the 18 plus population in the borough was 51.7per cent males and 48.3per cent females. (Source: Census 2011). In 2013/14 there were 1,685 adults in drug treatment, around 324 (19 per cent) were female clients and 1,361 (80per cent) male clients. The female population is under-represented in treatment and lower than the London average (24per cent) and national average (26per cent) in treatment. (Source: NDTMS 2013/14 All in</p>

		<p>treatment YTD).</p> <p>The proposed model for re-procurement would mean that there would no longer be a separate contracted female only service and therefore there will be a significant change in service for female drug users. However, the existing female only provision has not engaged a higher proportion of females in treatment than boroughs without female only provision. Service specifications of the main treatment provider will be developed to ensure there is female only provision available.</p>												
Gender Reassignment	Neutral	The council does not hold information on gender reassignment in the borough. Service providers are monitoring the category to ensure that client data will be available in the future.												
Sexual Orientation	Neutral	<p>The council does not hold robust information about sexual orientation in Tower Hamlets. However, service providers monitor sexual orientation of those in treatment. Data indicates that 94.3per cent were heterosexual, 1.5per cent homosexual and 1.1per cent Bi-sexual.</p> <table border="1"> <thead> <tr> <th>Sexual orientation</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Heterosexual</td> <td>94.3%</td> </tr> <tr> <td>Homosexual</td> <td>1.5%</td> </tr> <tr> <td>Bi-Sexual</td> <td>1.1%</td> </tr> <tr> <td>Other</td> <td>0.6%</td> </tr> <tr> <td>Not Recorded</td> <td>2.5%</td> </tr> </tbody> </table> <p>Anecdotal evidence shows that drug use by MSM is high but does not show in the treatment data. With a £500K reduction this could limit the range of new entrants coming into services and services could focus on opiate and extreme levels of alcohol dependency. This could mean that many presenting with non-opiates (including KHAT, cannabis and legal highs) do not access treatment.</p>	Sexual orientation	Percentage	Heterosexual	94.3%	Homosexual	1.5%	Bi-Sexual	1.1%	Other	0.6%	Not Recorded	2.5%
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Homosexual	1.5%													
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Other	0.6%													
Not Recorded	2.5%													
Religion or Belief	Neutral	<p><i>Religion or Belief</i></p> <p>Tower Hamlets has the highest percentage of Muslim residents in England – 35 per cent compared with a national average of 5 per cent. Conversely, the borough has the</p>												

lowest proportion of Christian residents in England: 27 per cent compared with a national average of 59 per cent. The third largest group was the group with no religion with 19 per cent.

Recent quarter 4 monitoring data from drug and alcohol service providers indicates that Christian residents (41.6 per cent) were slightly over-represented in treatment while Muslim residents (26.4 per cent) were under-represented. The proportion of residents with no religion including Atheists of 17.6 per cent was close to the Census 2011 figure. See table below.

Religion	Religious belief of those in treatment
Atheist	0.3%
Buddhist	0.2%
Christian	41.6%
Hindu	0.3%
Sikh	0.3%
Jewish	0.1%
Muslim	26.4%
No Religion	17.3%
Other	13.6%

(Source: Tower Hamlets Quarter 4 monitoring returns 2013/14)

Age

Possibly Adverse

Around 60per cent of clients in treatment during 2013/14 were aged 30-44, a strong overrepresentation compared to the proportion of residents in that age group according to the Census. Remarkably, more clients in Tower Hamlets aged 30 to 44 were in treatment compared to London (49per cent) and England (58per cent).

In Tower Hamlets, those aged 18 to 24 (6 per cent) were under-represented compared to London (9 per cent) and England (9 per cent).

The group of clients in treatment aged 45 and older in Tower Hamlets resembles closely the proportion of clients in England aged 45 and older. In comparison to London, the proportion of Tower Hamlets residents was actually lower. See table below.

Age group	Tower Hamlets	Tower Hamlets	Londo	England	Tower Hamlets
	All in Treatment - Total	All in treatment %	All in treatment (%)	All in treatment (%)	Census 2011 population 18 plus (%)
18 – 24	105	6%	9%	9%	19%
25 – 29	184	11%	12%	13%	20%
30 – 34	398	24%	17%	21%	17%
35 – 39	340	20%	16%	20%	11%
40 – 44	264	16%	16%	17%	8%
45 – 49	209	12%	14%	11%	6%
50 – 54	111	7%	9%	6%	5%
55 – 59	47	3%	4%	2%	4%
60 – 64	19	1%	2%	1%	3%
65 plus	8	0%	1%	0%	8%

(Source: NDTMS 2013/14 All in treatment YTD)

Service users tend to come into structured treatment when their lives have become chaotic, their health has worsened and where they have to present because of their engagement in the criminal justice system. Additionally the borough's drug presentations are predominantly opiate based and this is generally a reflection of an older cohort of drugs users. It is clear however that the borough has younger drug and alcohol misusing populations. The treatment system is keen to ensure that this group

		<p>has equal access to services and to ensure that their problematic substance misuse does not proliferate and / or begin to create greater harm both to them and the communities in which they live.</p> <p>We know that age matters when accessing treatment. We understand the relationship between problematic drug use, age and treatment need. The aim of the new drugs and alcohol services will be to offer and provide successful treatment as early as possible in the life of a problematic drug and alcohol user. With a reduction in funding the capacity to support young adults through the treatment system could be limited, though this impact will be minimized by the minimal frontline savings required.</p>
Socio – economic	N/A	
Marriage and civil Partnership	Neutral	Service providers monitor the take up of treatment by marriage & civil partnership. However the data is currently very limited. We believe that future improvement in monitoring will enhance our understanding of needs in this group
Pregnancy and Maternity	Neutral	Service providers monitor the take up of treatment by pregnancy and maternity. However the data is currently very limited. We believe that future improvement in monitoring will enhance our understanding of needs in this group.
Other	N/A	

Section 4: Equality Impact Assessment Action Plan

Please list in the table below any adverse impact identified and, where appropriate, steps that could be taken to mitigate this impact.

If you consider it likely that your proposal will have an adverse impact on a particular group (s) and you cannot identify steps which would mitigate or reduce this impact, you will need to demonstrate that you have considered at least one alternative way of delivering the change which has less of an adverse impact.

Adverse Impact	Please describe the actions that will be taken to mitigate this impact
Race	Strong requirements within the specifications to ensure agencies proactively target populations of different ethnicities and provide services that are appropriate, accessible and flexible enough to accommodate different needs
Gender	Strong requirements within the specifications to ensure agencies proactively target female drug / alcohol users and provide services that are appropriate, accessible and flexible enough to accommodate different needs
Age	Strong requirements within the specifications to ensure agencies proactively target young adults misusing drugs / alcohol and provide services that are appropriate, accessible and flexible enough to accommodate different needs

TITLE:	Mainstream the work of African Families Service						
DIR:	ESCW						
SERVICE:	Children's Social Care					REF: ESCW0018	
TEAM:						LEAD OFFICER: Steve Lidicott	
SAVINGS OPPORTUNITY	BASE BUDGET £000	Net Savings 15/16 £000	Net Savings 16/17 £000	Net Savings 17/18 £000	Total Saving	THEMES:	Is an EA Req?
Mainstream the work of Muslim and African Families service	2,156	95	0	0	95	De-commissioning, Reducing services	Yes
FTE Reductions	2	1			1		
DETAILS OF SAVINGS OPPORTUNITY							
The African Families service is part of the Child Protection and Reviewing service, and carries out some direct case work with children and families as well as targeted community based work. This includes raising awareness of safeguarding issues specific to faith/ culture, and working with community groups to improve safeguarding practice. This opportunity proposes deletion of the one post which deals with the non-statutory duties, and looking at income generation options with the remaining post. Income would be raised by charging other organisations (eg other councils) for training and other expert input currently delivered free of charge by the service.							
IMPLICATIONS TO CONSIDER including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT							
The change would enable the continuation of input from the African Families Service in case work, but reduce capacity carry out community development work with African communities. There is a risk that the forecast income generation is not realised, although our projection is based on knowledge of the market for this service and we are confident that it can be achieved.							
EQUALITIES SCREENING							
	YES/NO	IF YES - please provide further details on how this impacts on each equalities groups					
Does the change reduce resources available to address inequality?	Yes	The service would reduce capacity to carry out targeted development of safeguarding work in African communities.					
Does the change reduce resources available to support vulnerable residents?	Yes	As above					
Does the change involve direct Impact on front line services?	Yes	As above					
CHANGES TO A SERVICE							
Does the change alter who is eligible for the service?	No						
Does the change alter access to the service?	No						
Does the change involve revenue raising?	Yes	Revenue would be raised from other organisations wishing to use training/ expert input from the service and would have no impact on the community					
Does the change involve a reduction or removal of income transfers to service users?	No						
Does the change affect who provides the service, i.e. outside organisations?	No						
Does the Change involve Local Suppliers being affected ?	No						
Does the change affect the Third Sector?	No						
Does the change affect Assets?	No						
CHANGES TO STAFFING							
Does the change involve a reduction in staff?	Yes	There will be a reduction of 1 FTE staff, which would be achieved through voluntary exit. Although the number is small the impact will need to be assessed in the context of other staffing reductions across the Council.					
Does the change involve a redesign of the roles of staff?	No						

TITLE:	Mainstream the work of Muslim Families Service						
DIR:	ESCW						
SERVICE:	Children's Social Care					REF: ESCW0018a	
TEAM:						LEAD OFFICER: Steve Lidicott	
SAVINGS OPPORTUNITY	BASE BUDGET £000	Net Savings 15/16 £000	Net Savings 16/17 £000	Net Savings 17/18 £000	Total Saving	THEMES:	Is an EA Req?
Mainstream the work of Muslim and African Families service	2,156	20	0	0	20	De-commissioning, Reducing services	Yes
FTE Reductions	1	0			0		
DETAILS OF SAVINGS OPPORTUNITY							
<p>The Muslim Families service is part of the Child Protection and Reviewing service, and carries out statutory and targeted non-statutory work in the community to improve safeguarding practice. This includes raising awareness of safeguarding issues specific to faith/ culture, and working with community groups to improve safeguarding practice. This opportunity proposes raising income by charging other organisations (eg other councils) for training and other expert input which is currently provided free of charge.</p>							
IMPLICATIONS FOR CMT TO CONSIDER including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT							
<p>The change would enable the continuation of the Muslim Families Service whilst reducing the general fund budget requirement. There is a risk that the forecast income generation is not realised, although our projection is based on knowledge of the market for this service and we are confident that it can be achieved.</p>							
A reduction in administrative support for frontline services may impact adversely on the ability to deliver							
	YES/NO	IF YES - please provide further details on how this impacts on each equalities groups					
Does the change reduce resources available to address inequality?	No						
Does the change reduce resources available to support vulnerable residents?	No						
Does the change involve direct Impact on front line services?	No						
CHANGES TO A SERVICE							
Does the change alter who is eligible for the service?	No						
Does the change alter access to the service?	No						
Does the change involve revenue raising?	Yes	Revenue would be raised from other organisations wishing to use training/ expert input from the service and would have no impact on the community					
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CHANGES TO STAFFING							
Does the change involve a reduction in staff?	No						
Does the change involve a redesign of the roles of staff?	No						

Budget Savings Proposals

Full Equality Analysis

Section1: General Information

1a) Name of the savings proposal:

018: Muslim and African Families Service

1b) Service area

Children's Social Care, Education, Social Care and Wellbeing

Section2: Information about changes to services

2a) In brief please explain the savings proposals and the reasons for this change

This savings opportunity proposes to mainstream some functions of the work of the Muslim and African Families Service and to redesign other functions so that income can be generated.

The Muslim and African Families service is part of the Child Protection and Review Service, and carries out targeted non-statutory work in the community to improve safeguarding practice, and also some casework as and when required. The service also works with other Councils and organisations within and outside Tower Hamlets, providing training and expert input. The team has worked with many organisations both in the UK and abroad and as such has gained recognition at European level which means it is well placed to generate income and become self-funding. The team was established to engage a hard to reach section of the community. This opportunity proposes the redesign of the service, which is non statutory. It is estimated that this opportunity would save £115,000 in 2015/16 representing 5% of the total child protection and reviewing budget. The original savings proposal was to mainstream the whole of the Muslim and African Families Service. However, after a period of public consultation and some further analysis, it is now proposed that work done with organisations outside the Council will be charged for. This would generate income that would enable the service to continue, but with a focus that reaches beyond Tower Hamlets. One post in the service will also be deleted.

As the name of the service suggests, the team focuses on two communities: The African community and the Muslim community in Tower Hamlets. Based on the 2011 Census, 3.7% of the Tower Hamlets population is of a Black African background. The section of the team focusing on the African community was established as a result of two identified trends: firstly, that children of a Black African background were at a higher risk of being excluded from school; and secondly that cases from the Black African community within Children's Social Care were escalating quickly. The team was also set up in response to the issues raised in the Laming Report following the Victoria Climbié incident. There are currently 46 children in need from a Black African ethnic background, and 13 with Child Protection Plans. The section of the team focusing on the Muslim community was set up due to the demographics of the borough: Tower Hamlets has the highest percentage of Muslim residents in England at 35% (compared with a national average of 5 per cent). In Tower Hamlets, the majority (83 per cent) of Muslim residents are ethnically Bangladeshi, therefore the work of the service also targets this community. There are currently 580 children in need who are of a Muslim faith, and 161 with Child Protection Plans.

Analysis on the changed proposal to mainstream some elements of the service and to redesign others is at a very early stage; however this initial analysis suggests that at least some of the strategic and outreach functions of the Muslim and African Families Service can become self-funding through offering these services to outside agencies.

2b)What are the equality implications of your proposal?

This savings proposal would slightly reduce the council's capacity to carry out targeted development of safeguarding work within the Muslim and African community in Tower Hamlets in relation to children, due to a greater emphasis being placed on income generation. The aim is that the work that is currently being carried out within the community will continue, albeit some of this will be on a self-funded basis. The casework functions will continue to be undertaken, other functions will be offered to outside agencies with a view to becoming self-funding.

Whilst the team will continue to do casework, there will be a small decrease in capacity. This will be managed by moving to a greater emphasis on providing guidance and specialist support to the mainstream social work teams to enable them to work effectively with Muslim and African Families. The benefit of this approach is that the expertise of the service will be spread more widely to reduce the reliance on a small group of staff to support these families. The service will still be involved in cases of greatest need where this is required.

The team also carry out outreach and strategic work. There will be a review of the outreach and strategic work carried out by the Muslim and African Families service as it is unlikely that this could be maintained at current levels due to the reduced capacity of the teams. Following public consultation on the original proposal to mainstream all the functions of the Muslim and African Families service, it is now being proposed that some or all of the outreach and strategic work be offered out to outside agencies with a view to these functions becoming self-funding, building on successful work already done both in the UK and abroad. Redesigning the strategic and outreach functions in this way enables them to continue with a focus that goes beyond Tower Hamlets.

The outreach and strategic work carried out by the service includes:

- Running awareness-raising sessions on child safeguarding/child protection (e.g. how to recognize abuse and neglect, how to deal with it) to religious and community leaders such as Imams, Islamic teachers and community educators.
- Running “Continuing the Dialogue” seminars with community leaders, community teachers, professionals and parents to reinforce the message.
- Running the 18-week “Caring Dads” programme for Bangladeshi fathers who have committed domestic violence and whose children are subject to child protection plans as a consequence of the domestic violence.
- Running the “African Pastor and Community Leaders Safeguarding group” and parenting sessions. These act as awareness-raising on harmful practices child protection such as spirit possession, female genital mutilation and physical chastisement, and also in practice act as support groups for people affected or involved in safeguarding procedures.
- Running the Reflective Practice Group which enables professionals from all LSCB partner agencies to get advice on working with African families.
- Providing LSCB “Safeguarding Black African Children and Families” training to professionals.
- Supporting and facilitating child protection investigations of allegations against imams and community educators (for example, staff use the relationships they have with people in the community to get information quickly).

The proposal to rationalise some functions of the Muslim and African Families and redesign others carries some risks but there are a number of ways these risks can be mitigated against.

- By redesigning some functions of the service, there is a risk that the quality of interactions between professionals (e.g. Social Workers and teachers) and the Muslim and African community would decrease if less expertise on working with Muslim and African families is available. Some of the feedback on this proposal gained through public consultation has been that staff who understand the Muslim and African communities and are able to act in a culturally-sensitive way are highly valued. Feedback was that many people in the community may stop engaging with mainstream children’s social care due to negative perceptions of staff in the service and sometimes high levels of mistrust.
- In redesigning some functions of the service, there is a risk that there will be a short-term reduction in the effectiveness of this work. This is because staff in the team have built up strong relationships with community leaders and professionals over a long period of time (this message came out strongly in the public consultation that was carried out) and these relationships would need time to build back up if new staff were involved. However, this also presents an opportunity for new relationships to be developed. Following the public consultation and revisions to the proposal, the African Families Service Coordinator/Muslim Children’s Safeguarding Coordinator posts will remain, which will prevent this risk from materialising.
- If more of the strategic and outreach functions of the service are offered out to outside agencies, there may be a less dedicated resource for Tower Hamlets. Ultimately this leads to a risk that the number of safeguarding/child protection incidents and alerts in the Muslim and African community for children would rise.

How these risks can be mitigated against:

- There are a number of staff within the mainstream children’s social care team who are Muslim or of a Black African ethnic background in line with having a workforce that reflects the community. These staff would be able to provide a culturally sensitive approach where needed, with ongoing support from the Muslim and African families service. The profile of staff who work in Children’s Social Care is set out below. It may take time for strong relationships between those staff and community leaders to be built up to the same extent, but this also presents an opportunity. Staff from all backgrounds have been provided with extensive training in engaging with these communities in a culturally sensitive way. The organization has the opportunity to make more effective use of the skills of the staff who have already been trained. A shift to enabling these staff to work across our communities will enable greater focus across the entire service on providing a culturally sensitive service, rather than relying on a small number of staff. This has the potential to improve the service to our community.
- Further staff training could be provided to mainstream social work staff to develop their expertise in working with the Muslim and African community.
- When redesigning the service, a full analysis can be carried out to ensure that the core needs of Tower Hamlets can be met. For example, if there is a need for a focus on a particular topic in Tower Hamlets, this can be carried out whilst also being offered to outside agencies.

The table below sets out the ethnic background of staff who work in Children’s Social Care:

Ethnic background	
Asian	9.3%
Bangladeshi	24%
Black	24%
Declined to state / missing	3.5%
Mixed	2.7%
Other	1.1%
Somali	1.3%
White	33.9%

In addition, 24.4% of staff in Children’s Social Care are of a Muslim faith. 32.5% are of a Christian faith. The profile of children in contact with the Children’s Social Care team is on the final page of this document.

Does the change reduce resources available to address inequality?

The service does not directly address inequality in the borough, however in public consultation several people felt the service provides a “bridge to integration”.

Does the change reduce resources available to support vulnerable residents?

Yes. Less dedicated support will be available to Muslim and African children and families who may be vulnerable and at risk of safeguarding concerns. The support will instead be provided by a smaller team, although the emphasis on growing capacity within mainstream Children's Social Care team has the potential to increase the resource supporting these families.

Does the change alter who is eligible for the service?

No

Does the change alter access to the service?

No

Does the change involve revenue raising?

Yes- from other organisations.

Does the change involve a reduction or removal of income transfers to service users?

No

Section3: Equality Impact Assessment

Target Groups	Impact– Positive or Adverse	Reason(s)
Race	Possibly adverse / positive	<ul style="list-style-type: none"> - <u>Adverse</u>: By reducing the capacity to carry out some functions of the service, there is a risk that the quality of interactions between professionals (e.g. Social Workers and teachers) and the Bangladeshi and African community would decrease if less expertise on working with Muslim and African families is available (83% of Muslims are ethnically Bangladeshi). Direct feedback from the families and staff is that families from the Black African community are initially more comfortable engaging with staff from the same community who will have an understanding of their culture and belief systems, and there is therefore a risk of this level of engagement decreasing. People in the community may stop engaging with mainstream children’s social care due to negative perceptions of staff in the service and sometimes high levels of mistrust. This can be mitigated against by utilising the skills and knowledge of the mainstream social work teams, some of whom have worked closely alongside the Muslim and African Families service and have received the training and developing the expertise to continue this work. This can be reinforced through further training. - <u>Positive</u>: Staff in the social work teams include those from an African and Bangladeshi ethnic background in line with having a workforce to reflect the community (please see previous page for more details) which may mean this is less of an issue than it might have been when the service was initially established. Using the expertise of the Muslim and African families services to build the existing capacity in these teams will ensure a more sustainable model for providing a culturally sensitive service to our community. • <u>Adverse</u>: If more of the strategic and outreach functions of the service are offered out to outside agencies, there will be a less dedicated resource for Tower Hamlets. Ultimately this leads to a risk that the number of safeguarding/child protection incidents and alerts in the Muslim and African community for children could rise. Professionals, community leaders and families are at risk of having less awareness and understanding of safeguarding/child protection if this service is deleted and may therefore be a higher risk of incidents (e.g. physical chastisement) occurring and a risk that incidents will not be dealt with as quickly and effectively. This risk can be

		<p>mitigated against when redesigning the service: A full analysis can be carried out to ensure that the core needs of Tower Hamlets can be met. For example, if there is a need for a focus on a particular topic in Tower Hamlets, this can be carried out whilst also being offered to outside agencies. The option that has been recommended is that these community services are still offered, however may have to be paid for by outside organisations. There is that risk that the community organisations decline to do this, leading to a reduction in our reach.</p> <ul style="list-style-type: none"> - <u>Positive</u>: Placing a greater emphasis of engaging with the African and Muslim communities within the Children's Social Care team gives staff in more teams the opportunity to develop. . This will benefit families from these ethnic backgrounds.
Disability	Neutral	<ul style="list-style-type: none"> - The Muslim and African Families Service carries out a series of work designed to address safeguarding Children with a disability and individuals with Mental Health issues. This work will be continued as part of the work carried out by the core Children's Social Care team and through redesigning the service.
Gender	Possibly adverse	<ul style="list-style-type: none"> - There is no impact on this group.
Gender Reassignment	Neutral	<ul style="list-style-type: none"> - There is no impact to this group.
Sexual Orientation	Neutral	<ul style="list-style-type: none"> - There is no impact to this group.
Religion or Belief	Possibly Adverse/possibly positive	<ul style="list-style-type: none"> - The Muslim and African Families service works primarily with the Muslim community and with the African Christian community. Due to the interplay of religion and ethnic background, all the impacts listed in the "race" section also apply to this section.
Age	Possibly adverse/possibly positive	<ul style="list-style-type: none"> - As this proposal is part of Children's Social Care, any change will have the biggest impact on children. The impacts listed in the "race" section all apply to this section, and can be mitigated against in the same way.
Socio-economic	Neutral	<ul style="list-style-type: none"> - There is no impact to this group.
Marriage and Civil Partnership	Neutral	<ul style="list-style-type: none"> - There is no impact to this group.
Pregnancy and Maternity	Neutral	<ul style="list-style-type: none"> - There is no impact to this group

Section4: Equality Impact Assessment Action Plan

Adverse impact	Please describe the actions that will be taken to mitigate this impact
<p>There is a risk that the quality of interactions between professionals (e.g. Social Workers and teachers) and the Bangladeshi and African families would decrease if less expertise on working with Muslim and African families is available. People in the community may stop engaging with mainstream children’s social care due to negative perceptions of staff in the service and sometimes high levels of mistrust.</p>	<p>This can be mitigated against by utilising the skills and knowledge of the mainstream social work teams, some of whom who have worked closely alongside the Muslim and African Families service and have received the training and developing the expertise to continue this work. This can be reinforced through further training. Staff in these teams include those from an African and Bangladeshi ethnic background, in line with having a workforce to reflect the community.</p>
<p>There is a risk that the effectiveness of functions like safeguarding and criminal investigations for Muslim and African families may be negatively affected in the short-term, as staff in the current team are able to get information quickly and facilitate communication. Staff in the Muslim and African Families service have built up strong relationships with African and Bangladeshi religious and community leaders and families that have built up over time.</p>	<p>The Children’s Social Care team can take on this role, but it will take time to build these relationships back up with new staff. This also presents an opportunity for new relationships to be developed.</p> <p>In the current proposal, two out of the three roles will be retained, further mitigating against this risk.</p>
<p>There is a risk that the number of safeguarding/child protection incidents and alerts in the Muslim and African community for children would rise if the strategic and outreach functions of the service are offered out to outside agencies, as there will be a less dedicated resource for Tower Hamlets. Professionals, community leaders and families are at risk of having less awareness and understanding of safeguarding/child protection if this service is deleted and may therefore be a higher risk of incidents (e.g. physical chastisement) occurring and a risk that incidents will not be dealt with as quickly and effectively.</p>	<p>This risk can be mitigated against when redesigning the service: A full analysis can be carried out to ensure that the core needs of Tower Hamlets can be met. For example, if there is a need for a focus on a particular topic in Tower Hamlets, this can be carried out whilst also being offered to outside agencies.</p> <p>In the current proposal, two out of the three roles will be retained, further mitigating against this risk.</p>
<p>Women may be affected if the Bangladeshi “Caring Dads” programme is cannot be offered to Tower Hamlets residents</p>	<p>This can be mitigated against by reviewing whether the Children’s Social Care team or other statutory bodies have</p>

at current levels. The 18-week rolling programme is for fathers who have committed domestic violence. Women may be at risk of domestic abuse as a result of fewer men attending this programme.

the capacity to help support this programme. The plan is that this service continues and is in fact strengthened by the income generation opportunities that are provided by this proposal. This is a unique service, with an existing track record of work with organisations across Europe, and there is likely to be a strong demand from other LA's for such a service.

The Muslim and African Families Service carries out a series of work designed to address safeguarding Children with a disability and individuals with Mental Health issues.

Some of the mainstream Children Social Care team have worked closely alongside the Muslim and African Families service, receiving the training and developing the expertise to continue this work. This can be reinforced through further training.

In the current proposal, two out of the three roles will be retained, further mitigating against this risk.

Appendix I: Breakdown of children in Children’s Social Care According to Ethnic Background and Religion.

Ethnicity	Child in Need	Child Protection	Looked After
Asian (Any Other Asian Background)	25	2	6
Asian (Bangladeshi)	574	165	139
Asian (Indian)	6	4	1
Asian (Pakistani)	22	4	2
Black (African)	46	13	18
Black (Any Other Black Background)	17	10	3
Black (Caribbean)	29	6	22
Black (Somali)	31	11	4
Mixed (Any Other Mixed Background)	58	24	23
Mixed (White & Asian)	34	10	11
Mixed (White & Black African)	9	7	10
Mixed (White & Black Caribbean)	49	24	25
Other (Any Other Ethnic Group)	15	8	3
Other (Chinese)	7	0	2
Other (Information Not Yet Obtained)	13	5	4
Other (Refused)	1	0	0
Other (Vietnamese)	7	0	0
White (Any Other White Background)	52	11	19
White (Gypsy/Roma)	0	1	3
White (White - British)	189	56	73
White (White - Irish)	7	2	0
Not Recorded	60	3	5
Grand Total	1251	366	373

Religion	Child in Need	Child Protection	Looked After
Buddhist	1	0	4
Christian	179	51	87
Jewish	3	1	1
Muslim	580	161	165
No Religion	37	6	10
Not Stated	108	50	43
Other Religion	3	0	4
Sikh	1	4	0
Not Recorded	339	93	59
Grand Total	1251	366	373

TITLE:	Public Health - Mainstreaming early diagnosis						
DIR:	ESCW						
SERVICE:	PUBLIC HEALTH - CANCER ENHANCED SERVICE				REF:CD/PH007/15-16		
TEAM:	PUBLIC HEALTH				LEAD OFFICER: PAUL IGGULDEN		
SAVINGS OPPORTUNITY	BASE BUDGET £000	Net Savings 15/16 £000	Net Savings 16/17 £000	Net Savings 17/18 £000	Total Saving	THEMES:	Is an EA Req?
Administrative Efficiencies	130	90			90	Lean: Service Re-Design and Consolidation	Yes
FTE Reductions							
DETAILS OF SAVINGS OPPORTUNITY							
<p>The proposed savings derive from the end of a one year £90,000 pilot programme during which additional funding is provided to the eight GP Networks to deliver enhanced work on the early diagnosis of cancer. The work involves using decision support tools and audit of new cancer cases to improve referrals, and targeted outreach and endorsement to increase the uptake of bowel cancer screening. The aim was that the pilot would last one year and the benefits of an improved process for inviting and tracking patients at risk with then be mainstreamed in to the cancer early diagnosis contracts with GPs which will continue.</p> <p>These benefits were realised and now the pilot will end; we are not therefore anticipating significant impact.</p> <p>We will continue to monitor the take up of bowel cancer screening and work with primary care to promote take up particularly amongst the lower participation groups.</p>							
IMPLICATIONS FOR CMT TO CONSIDER (Summarise impact on services provided, service users and health outcomes. Outline any risks to achievement of the saving.)							
None							
EQUALITIES SCREENING							
TRIGGER QUESTIONS	YES/NO	IF YES - please provide further details on how this impacts on each equalities groups					
Does the change reduce resources available to address inequality?	Yes	Yes but the aim is that NHS England will deliver the service in future if it proves effective.					
Does the change reduce resources available to support vulnerable residents?	No						
CHANGES TO A SERVICE							
Does the change alter who is eligible for the service?	No						
Does the change alter access to the service?	No						
Does the change involve revenue raising?	No						
Does the change involve a reduction or removal of income transfers to service users?	No						
Does the change affect who provides the service, i.e. outside organisations?	No						
CHANGES TO STAFFING							
Does the change involve a reduction in staff?	No						
Does the change involve a redesign of the roles of staff?	No						

Budget Savings Proposals

Full Equality Analysis

Section 1: General Information

1a) Name of the savings proposal: Service Challenge Savings Proposal - GP Cancer Pilot Programme

1b) Service area: ESCW Public Health

Section 2: Information about changes to services

2a) In brief please explain the savings proposals and the reasons for this change

The proposed savings derive from the end of a one year pilot programme during which additional funding is provided to the eight GP Networks to deliver additional work on the early diagnosis of cancer. The work involves using decision support tools and audit of new cancer cases to improve referrals, and targeted outreach and endorsement to increase the uptake of bowel cancer screening. The aim is that the pilot will last one year and the benefits of an improved process for inviting and tracking patients at risk will then be mainstreamed in to the cancer early diagnosis contracts with GPs which will continue.

2b) What are the equality implications of your proposal?

All savings proposals have been screened for equalities relevance using the test of relevance questionnaire attached (Appendix A).

Please go back to each of the test of relevance questions and **using evidence** please provide a more detailed analysis of the equality impact of your proposal.

Older people and ethnic minority elders particularly benefit from the service but the lessons from the pilot will improve targeting of those groups and be mainstreamed and therefore negative impacts will be minimal. The pilot is funded for one year to trial and then mainstream improved targeting of screening and early diagnosis. As benefits are mainstreamed we do not anticipate significant impacts. The main primary care service will continue and we are investigating whether elements of the pilot programme can be continued for a longer period with other sources of funding..

No feedback on this saving proposal was received through the public consultation exercise.

Section 3: Equality Impact Assessment

With reference to the analysis above, for each of the equality strands in the table below please record and evidence your conclusions around equality impact in relation to the savings proposal.

Please list in the table below any adverse impact identified and, where appropriate, steps that could be taken to mitigate this impact. This analysis will inform the decision making process

If you consider it likely that your proposal will have an adverse impact on a particular group (s) and you cannot identify steps which would mitigate or reduce this impact, you will need to demonstrate that you have considered at least one alternative way of delivering the change which has less of an adverse impact.

If an adverse impact cannot be mitigated please describe an alternative option, its costs and the equality impact.

Target Groups What impact will the proposal have on specific groups of service users and staff?	Impact – Positive or Adverse	Reason(s) <ul style="list-style-type: none"> • Please add a narrative to justify your claims around impacts and, • Please describe the analysis and interpretation of evidence to support your conclusion as this will inform members decision making
Race	Neutral	No additional adverse impact identified
Disability	Neutral	No additional adverse impact identified
Gender	Neutral	No additional adverse impact identified
Gender Reassignment	Neutral	No additional adverse impact identified
Sexual Orientation	Neutral	No additional adverse impact identified
Religion or Belief	Neutral	No additional adverse impact identified
Age	Neutral	No additional adverse impact identified
Marriage and Civil Partnerships.	Neutral	No additional adverse impact identified
Pregnancy and Maternity	Neutral	No additional adverse impact identified
Other Socio-economic Carers	Neutral	No additional adverse impact identified

Section 4: Equality Impact Assessment Action Plan

Please list in the table below any adverse impact identified and, where appropriate, steps that could be taken to mitigate this impact.

If you consider it likely that your proposal will have an adverse impact on a particular group (s) and you cannot identify steps which would mitigate or reduce this impact, you will need to demonstrate that you have considered at least one alternative way of delivering the change which has less of an adverse impact.

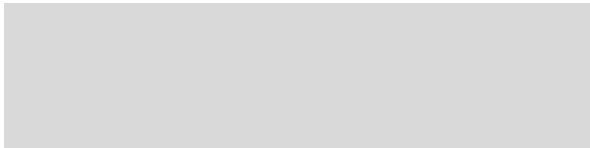
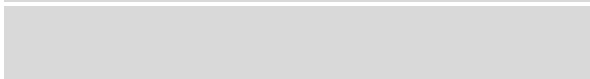
Adverse impact	Please describe the actions that will be taken to mitigate this impact <i>(all the actions below will be included within the overall action plan for the closure of Aldgate Hostel)</i>
None	

If an adverse impact cannot be mitigated please describe an alternative option, its costs and the equality impact.

Section 5: Future Review and Monitoring

Please explain how and when the actual equality impact of these changes will be reviewed and monitored.
See above action plan.

Impacts will be monitored through the regular (quarterly) monitoring process that is undertaken with the GP network public health services.



TITLE:	Second Phase of Planned Finance Reorganisation						
DIR:	RES						
SERVICE:	Corporate Finance					REF: RES004	
TEAM:						LEAD OFFICER: Barry Scarr	
SAVINGS OPPORTUNITY	BASE BUDGET £000	Net Savings 15/16 £000	Net Savings 16/17 £000	Net Savings 17/18 £000	Total Saving	THEMES:	Is an EA Req?
	3,939	350			350	Lean: Service Re-Design & Consolidation	Yes
FTE Reductions	102	10			10		
DETAILS OF SAVINGS OPPORTUNITY							
<p>The finance re-organisation implemented during 2013-14 achieved savings of £500k pa. There needs to a period of bedding in following these changes. However a second phase of change has been discussed and agreed as a preferred way forward by FSG, which could significantly rationalise head count.</p> <p>This is estimated to achieve gross annual savings of £945K with a one off investment of £650K. This could be higher (albeit generating savings to the HRA) if THH were to be included.</p> <p>The rationale is based on the principle that the current structure of 112 FTE (including trainees and fixed term contracts) is comparatively still high when benchmarked with other Councils, with opportunities for further reductions through streamlining processes supported by systems change, alongside reductions in non-essential controllable spend.</p> <p>Reorganisation and consolidation could be achieved in 2 stages. By building on our HR policies including ER/VR, savings across the Council could be achieved from April 2015 saving £150-£200k, with formal processes for phase 2 consolidation commencing mid-year 2015/16 with target completion of the 3rd quarter. The overall savings target for 2015/16 would be £350k, with a further £595k delivered in 2016/17. An overall saving of £945k.</p> <p>Therefore to achieve Phase 2 it is necessary to :-</p> <ul style="list-style-type: none"> • Significantly improve process efficiency both within finance and also within all the connections finance have with stakeholders • Invest in system changes to achieve a significant proportion of the process improvements • Further develop supportive culture change initiatives across all areas <p>This therefore requires specific investment in people, process and system change consistent with the original principles set out in the overall case for finance transformation in 2011/12 which highlighted the necessity for a second Phase to move beyond a basic start point</p>							
IMPLICATIONS TO CONSIDER							
including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT							
<p>The work involved in streamlining financial process, will therefore refocus the work of all finance personnel on priorities and effective servicing of those priorities. There is therefore a secondary effect from the proposal in strengthening finance support to the Council's and Mayor's strategic priorities.</p> <p>Risks area: • That not all members of the Financial Strategy Group and Resources DMT buy into Phase 2 rationalisation</p> <ul style="list-style-type: none"> • That Agilisys are unable to satisfy the Council that they have the skills and expertise to provide the changes needed to the standard, quality, time and cost required • That CMT do not support the further centralisation of Resources services therefore limiting opportunities • That the development of Agresso and other systems and interfaces are delayed or not focussed on reducing opportunities and efficiencies which will realise the required savings 							
EQUALITIES SCREENING							
TRIGGER QUESTIONS	YES/NO	IF YES - please provide further details on how this impacts on each equalities					
Does the change reduce resources available to address inequality?	No						
Does the change reduce resources available to support vulnerable residents?	No						
CHANGES TO A SERVICE							
Does the change alter who is eligible for the service?	No						

Does the change alter access to the service?	Yes	A further reduction of the establishment for Financial Services, regardless of transfer to a third party will transfer some functionality to the business and will change the way in which finance support is provided within the organisation included access to these services. It is not expected that any equality strand will be adversely affected.
Does the change involve revenue raising?	No	
Does the change involve a reduction or removal of income transfers to service users?	No	
Does the change affect who provides the service, i.e. outside organisations?		As part of the project business case, assessment of sourcing options will form a component of the business case
CHANGES TO STAFFING		
Does the change involve a reduction in staff?	Yes	It is not expected that any equality strand will be adversely affected.
Does the change involve a redesign of the roles of staff?	Yes	It is not expected that any equality strand will be adversely affected.

TITLE:	Reduction of Controllable Costs - Supplies and Services						
DIR:	RES						
SERVICE:	Reduction of controllable costs – Supplies and					REF: RES008	
TEAM:						LEAD OFFICER: TBC	
SAVINGS OPPORTUNITY	BASE BUDGET £000	Net Savings 15/16 £000	Net Savings 16/17 £000	Net Savings 17/18 £000	Total Saving	THEMES:	Is an EA Req?
	833	150			150	Better Budget Management	No
FTE Reductions	N/A	N/A			N/A		
DETAILS OF SAVINGS OPPORTUNITY							
<p>The Resources budget for 2012/13 identifies £3.9m in Supplies and Services. Of which, £833K has been identified as controllable and a reduction of 15% is proposed. The CIPFA subjective breakdown for supplies and services includes;</p> <ul style="list-style-type: none"> • Equipment, furniture and materials • Catering • Clothes, uniform and laundry • Printing, stationery and general office expenses • Services • Communication and computing • Members' allowance • Expenses • Grants and subscriptions • Private Finance Initiatives and Public Private Partnership schemes • Contribution to provisions • Miscellaneous expenses <p>This would include, for example, a reduction in the costs of printing, paper, envelopes and postage for bills and reminders in respect of Council Tax & Business Rates by issuing SMS and electronic reminders and increasing electronic contact through improved online services and auto updates from online forms.</p>							
IMPLICATIONS TO CONSIDER							
including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT							
None							

TITLE:	Recovery of Court Costs						
DIR:	RES						
SERVICE:	Revenue Services					REF: RES009	
TEAM:						LEAD OFFICER: Roger Jones	
SAVINGS OPPORTUNITY	BASE BUDGET £000	Net Savings 15/16 £000	Net Savings 16/17 £000	Net Savings 17/18 £000	Total Saving	THEMES:	Is an EA Req?
	1,400	100			100	Income Optimisation	Yes
FTE Reductions	N/A	N/A			N/A		
DETAILS OF SAVINGS OPPORTUNITY							
<p>This proposal involves reviewing options for increasing revenue through increasing court costs to residents who fail to pay Council Tax and Business Rates. Revenue Services collect in the region of £1.4m each year in respect of Court Costs charged to residents who fail to pay Council Tax and Business Rates payments. The level of costs charged has not been increased for 4 years. This proposal is to add £10.00 per summons resulting in the costs of a summons for Council Tax being £100.00 and £160.00 for Business Rates.</p> <p>Vulnerable residents will not be affected as the council currently has measures in place to exempt those residents who are unable to pay Council Tax due to being on low incomes. This means that people in households with a low income receive up to a 100% discount on their council tax. There is clear guidance on dealing with vulnerability in the Council's Corporate Debt Recovery Policy and there is always opportunity to negotiate with the taxpayer on the level of costs charged, where it can be demonstrated that it would be unreasonable to charge the full level of costs.</p>							
IMPLICATIONS TO CONSIDER							
including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT							
This increase would have to be agreed by Thames Magistrates' Court in advance of passing the charge on to the debtor. Some courts have refused applications to increase costs.							
EQUALITIES SCREENING							
TRIGGER QUESTIONS	YES/NO	IF YES - please provide further details on how this impacts on each equalities groups					
Does the change reduce resources available to address inequality?	No						
Does the change reduce resources available to support vulnerable residents?	No						
Does the change involve direct Impact on front line services?	No						
CHANGES TO A SERVICE							
Does the change alter who is eligible for the service?	No						
Does the change alter access to the service?	No						
Does the change involve revenue raising?	No						
Does the change involve a reduction or removal of income transfers to service users?	No						
Does the change affect who provides the service, i.e. outside organisations?	No						
Does the Change involve Local Suppliers being affected ?	No						
Does the change affect the Third Sector?	No						
Does the change affect Assets?	No						
CHANGES TO STAFFING							
Does the change involve a reduction in staff?	No						
Does the change involve a redesign of the roles of staff?	No						

Budget Savings Proposals **Full Equality Analysis**

Section 1: General Information

1a) Name of the savings proposal

Recovery of court costs

1b) Service area

Revenue Services

1c) Service manager

Roger Jones

1d) Name and role of the officer/s completing the analysis

Roger Jones

Head of Revenue Services

Section 2: Information about changes to services

2a) In brief please explain the savings proposals and the reasons for this change

Revenue Services collect in the region of £1.4m each year in respect of Court Costs charged to residents who default on Council Tax and Business Rates payments. The level of costs charged has not been increased for 4 years. This proposal is to add £10.00 per summons resulting in the costs of a summons for Council tax being £100.00 and £160.00 for Business Rates. Based on the number of summons issued in 12/13 we would expect to generate additional income in the region of £100K.

2b) What are the equality implications of your proposal?

All savings proposals have been screened for equalities relevance using the test of relevance questionnaire attached (Appendix A).

Please go back to each of the test of relevance questions and **using evidence** please provide a more detailed analysis of the equality impact of your proposal.

There is currently no equalities data available on residents receiving a courts summons. The change to the level of costs will affect all taxpayers equally who default on their payments and progress through the enforcement process. This is an automated process and will follow a clearly defined statutory process. It is worth noting that the Council is only making an application for costs which the Magistrate can refuse or reduce to a lower amount. within the authority of the magistrate to determine the level of the settlement owed to the Council.

The council also has a legal duty to carry out consultation with service users and employees as part of developing its programme to deliver significant savings, which are set out in the Medium Term Financial Plan. This took place as part of the Your Borough Your Voice campaign in September and October 2014. This savings opportunity was included as part of the consultation and in total eight people responded to questions relating to the proposed increase of Court Costs. The responses were all supportive of the proposal, but suggested caution over the potential impact for low income families and vulnerable residents.

There is clear guidance on dealing with Vulnerability in the Council's Corporate Debt Recovery Policy and there is always opportunity to negotiate with the taxpayer on the level of costs charged, where it can be demonstrated that it would be unreasonable to charge the full level of costs.

The consultation also raised the potential of changing the enforcement process. The collection of Council Tax, however, is governed by a statutory process by which all local authorities must operate. There is very limited scope to make any changes without legislative amendments.

Section 3: Equality Impact Assessment

With reference to the analysis above, for each of the equality strands in the table below please record and evidence your conclusions around equality impact in relation to the savings proposal.

Please list in the table below any adverse impact identified and, where appropriate, steps that could be taken to mitigate this impact. This analysis will inform the decision making process

If you consider it likely that your proposal will have an adverse impact on a particular group (s) and you cannot identify steps which would mitigate or reduce this impact, you will need to demonstrate that you have considered at least one alternative way of delivering the change which has less of an adverse impact.

If an adverse impact cannot be mitigated please describe an alternative option, its costs and the equality impact.

Target Groups What impact will the proposal have on specific groups of service users and staff?	Impact – Positive or Adverse	Reason(s) <ul style="list-style-type: none">• Please add a narrative to justify your claims around impacts and,• Please describe the analysis and interpretation of evidence to support your conclusion as this will inform members decision making
Race	Possibility of Adverse Effect	Court Costs will be payable by all Council Tax Payers and Ratepayers where payment has not been made as requested and the accounts has progressed through the enforcement process. The Civica Open Revenues System does not hold equalities data but this change will affect all local taxpayers equally and will progress in accordance with the statutory process.
Disability	Possibility of Adverse Effect	Court Costs will be payable by all Council Tax Payers and Ratepayers where payment has not been made as requested and the accounts has progressed through the enforcement process. The Civica Open Revenues System does not hold equalities data but this change will affect all local taxpayers equally and will progress in accordance with the statutory process.
Gender	Possibility of Adverse Effect	Court Costs will be payable by all Council Tax Payers and Ratepayers where payment has not been made as requested and the accounts has progressed through the enforcement process. The Civica

		Open Revenues System does not hold equalities data but this change will affect all local taxpayers equally and will progress in accordance with the statutory process.
Gender Reassignment	Possibility of Adverse Effect	Court Costs will be payable by all Council Tax Payers and Ratepayers where payment has not been made as requested and the accounts has progressed through the enforcement process. The Civica Open Revenues System does not hold equalities data but this change will affect all local taxpayers equally and will progress in accordance with the statutory process.
Sexual Orientation	Possibility of Adverse Effect	Court Costs will be payable by all Council Tax Payers and Ratepayers where payment has not been made as requested and the accounts has progressed through the enforcement process. The Civica Open Revenues System does not hold equalities data but this change will affect all local taxpayers equally and will progress in accordance with the statutory process.
Religion or Belief	Possibility of Adverse Effect	Court Costs will be payable by all Council Tax Payers and Ratepayers where payment has not been made as requested and the accounts has progressed through the enforcement process. The Civica Open Revenues System does not hold equalities data but this change will affect all local taxpayers equally and will progress in accordance with the statutory process.
Age	Possibility of Adverse Effect	Court Costs will be payable by all Council Tax Payers and Ratepayers where payment has not been made as requested and the accounts has progressed through the enforcement process. The Civica Open Revenues System does not hold equalities data but this change will affect all local taxpayers equally and will progress in accordance with the statutory process.
Socio-economic	Possibility of Adverse Effect	The Council operates a Local Council Tax Reduction Scheme which is a means tested discount operating in the same way as Council Tax benefit. Up to 100% discount can be awarded and currently the total award is £28m to council tax payers on low income. At annual billing this year there were 24,661 cases receiving 100% discount and 10,569 receiving partial discount.
Marriage and Civil Partnerships.	Possibility of Adverse Effect	Court Costs will be payable by all Council Tax Payers and Ratepayers where payment has not been made as requested and the accounts has progressed through the enforcement process. The Civica Open Revenues System does not hold equalities data but this change will affect all local taxpayers equally and will progress in accordance with the statutory process.
Pregnancy and Maternity	Possibility of Adverse Effect	Court Costs will be payable by all Council Tax Payers and Ratepayers where payment has not been made as requested and the accounts has progressed through the enforcement process. The Civica Open Revenues System does not hold equalities data but this change will affect all local taxpayers equally and will progress in accordance with the statutory process.
Other		

Section 4: Equality Impact Assessment Action Plan

Please list in the table below any adverse impact identified and, where appropriate, steps that could be taken to mitigate this impact.

If you consider it likely that your proposal will have an adverse impact on a particular group (s) and you cannot identify steps which would mitigate or reduce this impact, you will need to demonstrate that you have considered at least one alternative way of delivering the change which has less of an adverse impact.

Adverse impact	Please describe the actions that will be taken to mitigate this impact
Increase the level of debt to the taxpayer	There is clear guidance on dealing with Vulnerability in the Council's Corporate Debt Recovery Policy and there is always opportunity to negotiate with the taxpayer on the level of costs charged, where it can be demonstrated that it would be unreasonable to charge the full level of costs.

If an adverse impact cannot be mitigated please describe an alternative option, its costs and the equality impact.

Section 5: Future Review and Monitoring

Please explain how and when the actual equality impact of these changes will be reviewed and monitored.

The level and number of cases progressing through the enforcement process is monitored every year. Explore the possibility of introducing a module to support the collection of equalities data. The cost of introducing this could, however, undermine the potential level of savings.

TITLE:	Delivering NVQ Support through Local Providers						
DIR:	RES						
SERVICE:	HR & WD				REF: RES011		
TEAM:	Workforce Development				LEAD OFFICER: Simon Kilbey		
SAVINGS OPPORTUNITY	BASE BUDGET £000	Net Savings 15/16 £000	Net Savings 16/17 £000	Net Savings 17/18 £000	Total Saving	THEMES:	Is an EA Req?
Reducing the Capacity of NVQ Centre		205			205	Lean: Service Re-Design & Consolidation	Yes
FTE Reductions	11	4			4		

DETAILS OF SAVINGS OPPORTUNITY

The Vocational Team provide support to the delivery of NVQ programmes for Apprentices in Health & Social Care and Business Admin. The level of support required to facilitate the Apprenticeship programme has reduced as a result of the WFRC action plan to develop and grow our own talent. Managers, as part of their succession planning, have identified a need for professional apprenticeships rather than the more traditional business admin. Retention rates should increase as roles are identified at the end of apprenticeships. New Apprenticeships are developed for which the qualification training is provided by external colleges because it is not within functional capability of existing assessors. There are currently 8 Vocational Officers, 1 Centre Co-ordinator and 2 team leaders and this proposal reduces the overall number to 7. All posts are occupied. It is proposed that 4 posts are deleted from this structure and qualification training (1 training day per week) assessments and additional training currently carried by the service will be provided through local colleges.

Essentially the Vocational Team in Workforce Development provides support to the delivery of NVQ programmes for Apprentices in Health & Social Care and Business Admin. The numbers of Apprentices supported on these programmes is reducing as new Apprenticeships are developed for which the qualification training is provided by external colleges because it is not within the functional capability of existing Training (Vocational) Officers in the team.

New Apprenticeships are being developed in the context of workforce and succession planning. This gives wider opportunities for the community generally and also enhances the opportunities for continued employment once the Apprenticeship is completed. The opportunities for continuing employment for Business Admin Apprentices within the Council are becoming increasingly limited although our Apprentices are, of course, well equipped to find employment with other organisations in close proximity.

The number of Apprentices supported by the team is currently 39. Others are receiving their training through local colleges. A further 14 are planned, only 8 of which will be Business Admin. As outlined above the functional capability of the team only allows them to support Business Admin and Health and Social Care Apprentices and apprenticeships are now being developed in areas linked to workforce planning to provide greater opportunity for continued employment, for example, Youth Work, Building Control and Catering.

The above demonstrates that there is currently a low ratio of Apprentices to Vocational Officers – even with the new intake this is just under 6 Apprentices to 1 Vocational Officer. It should be noted that generally Apprentices receive 1 day's training per week, with the remainder of the time spent on gaining experience in the workplace.

Increasing the ratio of Apprentices to Vocational Officer produces significant savings without impacting on the number of apprenticeships which can be offered. The proposal would involve reducing the number of Vocational Officers to 5 and combining the duties of the 2 Team Leaders so as to reduce the number of Managers within the team, resulting in the deletion of 4 posts in total.

IMPLICATIONS TO CONSIDER

including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT

The level of Apprenticeships delivered through the local authority, will not be impacted.
There is a risk, however, that the identified employees affected do not take up voluntary redundancy.

EQUALITIES SCREENING

TRIGGER QUESTIONS	YES/NO	IF YES - please provide further details on how this impacts on each equalities groups
Does the change reduce resources available to address inequality?	No	
Does the change reduce resources available to support vulnerable residents?	No	

CHANGES TO A SERVICE

Does the change alter who is eligible for the service?	No	
Does the change alter access to the service?	No	
Does the change involve revenue raising?	No	

Does the change involve a reduction or removal of income transfers to service users?	No	
Does the change affect who provides the service, i.e. outside organisations?	Yes	Assessments and additional training currently carried by the service will be provided through local colleges.
CHANGES TO STAFFING		
Does the change involve a reduction in staff?	Yes	There are currently 8 Vocational Officers, 1 Centre Co-ordinator and 2 team leaders and this proposal reduces the overall number to 7. All posts are occupied. It is proposed that 4 posts are deleted from this structure and qualification training (1 training day per week) assessments and additional training currently carried by the service will be provided through local colleges.
Does the change involve a redesign of the roles of staff?	No	

TITLE:	Rationalise Structure of Consultancy Services						
DIR:	RES						
SERVICE:	HR & WD				REF: RES012		
TEAM:					LEAD OFFICER: Simon Kilby		
SAVINGS OPPORTUNITY	BASE BUDGET £000	Net Savings 15/16 £000	Net Savings 16/17 £000	Net Savings 17/18 £000	Total Saving	THEMES:	Is an EA Req?
	1,170	130			130	Lean: Downsizing Teams	Yes
FTE Reductions	23	3			3		
DETAILS OF SAVINGS OPPORTUNITY							
<p>The Consultancy Service currently has 5 tiers of staff. It is proposed to combine the current roles of Business Partners and Assistant Business Partners. Volumes of casework and organisational change mean that the service still needs to be available to support managers but it is envisaged that the number of posts for 15/16 can be reduced by three with limited impact on managers. However, there will need to be additional training for managers to ensure compliance with council procedures. That training will be delivered within existing resources.</p> <p>At a time when Business Partner resources will be diverted to support the savings programme and organisational change this reduction will impact on business as usual services such as support to managers dealing with sickness cases grievances and disciplinarys.</p> <p>These changes can take effect from 1st April 2015</p>							
IMPLICATIONS TO CONSIDER							
including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT							
<p>Managers will need to take more ownership for performance management of staff. HR will have reduced time to monitor compliance with HR procedures</p>							
EQUALITIES SCREENING							
TRIGGER QUESTIONS	YES/NO	IF YES - please provide further details on how this impacts on each equalities groups					
Does the change reduce resources available to address inequality?	No						
Does the change reduce resources available to support vulnerable residents?	No						
CHANGES TO A SERVICE							
Does the change alter who is eligible for the service?	No						
Does the change alter access to the service?	Yes	This leads to overall reduction in services provided to managers e.g. sickness interviews, letters, basic casework.					
Does the change involve revenue raising?	No						
Does the change involve a reduction or removal of income transfers to service users?	No						
Does the change affect who provides the service, i.e. outside organisations?	No						
CHANGES TO STAFFING							
Does the change involve a reduction in staff?	Yes	reduction of 3 posts					
Does the change involve a redesign of the roles of staff?	Yes	Not significantly, structure will be flatter					

TITLE:	Vacancy Management - Customer Access						
DIR:	RES						
SERVICE:	Customer Access					REF: RES0024	
TEAM:	Customer Access					LEAD OFFICER: Keith Paulin	
SAVINGS OPPORTUNITY	BASE BUDGET £000	Net Savings 15/16 £000	Net Savings 16/17 £000	Net Savings 17/18 £000	Total Saving	THEMES:	Is an EA Req?
Administrative Efficiencies	4,544	125			125	Lean: Service Re-Design & Consolidation	No
FTE Reductions	77.8	2.6			2.6		
DETAILS OF SAVINGS OPPORTUNITY							
<p>There are currently four vacant posts (2.6 FTE) in the One Stop Shop structure which are not being covered by agency or temporary staff. Deleting these posts from the permanent structure will generate a saving of £104k As the posts are not being covered, their deletion will not impact on staffing levels, service delivery or performance. The balance of the saving requirement will be made from continued savings on the Out Of Hours telephony contract.</p>							
IMPLICATIONS TO CONSIDER							
including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT							
EQUALITIES SCREENING							
TRIGGER QUESTIONS	YES/NO	IF YES - please provide further details on how this impacts on each equalities groups					
Does the change reduce resources available to address inequality?	No						
Does the change reduce resources available to support vulnerable residents?	No						
Does the change involve direct Impact on front line services?	No						
CHANGES TO A SERVICE							
Does the change alter who is eligible for the service?	No						
Does the change alter access to the service?	No						
Does the change involve revenue raising?	No						
Does the change involve a reduction or removal of income transfers to service users?	No						
Does the change affect who provides the service, i.e. outside organisations?	No						
Does the Change involve Local Suppliers being affected ?	No						
Does the change affect the Third Sector?	No						
Does the change affect Assets?	No						
CHANGES TO STAFFING							
Does the change involve a reduction in staff?	No						
Does the change involve a redesign of the roles of staff?	No						

TITLE:		Temporary & Agency Staff contract					
DIR:		RES					
SERVICE:		Finance and Procurement				REF: RES025	
TEAM:		Procurement				LEAD OFFICER: Zamil Ahmed	
SAVINGS OPPORTUNITY	BASE BUDGET £000	Net Savings 15/16 £000	Net Savings 16/17 £000	Net Savings 17/18 £000	Total Saving	THEMES:	Is an EA Req?
Temporary & Agency Staff contract		800			800	Lean: Service Re-Design & Consolidation	No
FTE Reductions	N/A	0			0		
DETAILS OF SAVINGS OPPORTUNITY							
Following the expiry of the Council's Temporary and Agency contract in March 2013, Council entered into a new three year contract with Comensura in April 2013 following approval by Competition Board.							
The new framework pricing resulted in achieving 42% reduction in Management Fees previously paid to Comensura and a reduction in agency margins.							
IMPLICATIONS TO CONSIDER including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT							
The above savings will only be possible if we can continue to capture the savings centrally as done since April 2013 to date. The savings outlined above is based on reduction on current rates without any reduction in staff or transfer of staff.							
EQUALITIES SCREENING							
TRIGGER QUESTIONS	YES/NO	IF YES - please provide further details on how this impacts on each equalities groups					
Does the change reduce resources available to address inequality?	No						
Does the change reduce resources available to support vulnerable residents?	No						
Does the change involve direct Impact on front line services?	No						
CHANGES TO A SERVICE							
Does the change alter who is eligible for the service?	No						
Does the change alter access to the service?	No						
Does the change involve revenue raising?	No						
Does the change involve a reduction or removal of income transfers to service users?	No						
Does the change affect who provides the service, i.e. outside organisations?	No						
Does the Change involve Local Suppliers being affected ?	No						
Does the change affect the Third Sector?	No						
Does the change affect Assets?	No						
CHANGES TO STAFFING							
Does the change involve a reduction in staff?	No						
Does the change involve a redesign of the roles of staff?	No						

TITLE:		Corporate Reserves Contingency Review					
DIR:		RES					
SERVICE:						REF: CD002/15-16	
TEAM:		Corporate Finance				LEAD OFFICER: Chris Holme	
SAVINGS OPPORTUNITY	BASE BUDGET £000	Net Savings 15/16 £000	Net Savings 16/17 £000	Net Savings 17/18 £000	Total Saving	THEMES:	Is an EA Req?
Review of Corporate Contingencies	5,152	3,000			3,000	Financial Adjustments	No
FTE Reductions							
DETAILS OF SAVINGS OPPORTUNITY							
Review and reduction of current corporate general contingencies by £3m. The change is a budgetary adjustment and can be implemented immediately once cabinet approval is secured. A benchmarking exercise has been undertaken to review how much other local authorities hold as corporate contingencies to cover unforeseen risks in the year. The amount proposed reduces the total budget retained and aligns it with similar local authorities.							
IMPLICATIONS FOR CONSIDERATION including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT							
This opportunity will reduce the councils overall provision in contingencies to cover unforeseen risks. However, with decreasing resources, it is necessary to reduce the levels of general contingencies to help reduce the impact on front line services. The success of this change will be dependent on managing directorate and corporate risks more effectively, particular the need for all approved savings to be delivered and non-delivery risks managed within directorates. There is a risk to the MTFP if the council's growth pressures increase as a result of changes in legislation or funding.							
EQUALITIES SCREENING							
TRIGGER QUESTIONS	YES/NO	IF YES - please provide further details on how this impacts on each equalities groups					
Does the change reduce resources available to address inequality?	No						
Does the change reduce resources available to support vulnerable residents?	No						
CHANGES TO A SERVICE							
Does the change alter who is eligible for the service?	No						
Does the change alter access to the service?	No						
Does the change involve revenue raising?	No						
Does the change involve a reduction or removal of income transfers to	No						
Does the change affect who provides the service, i.e. outside organisations?	No						
CHANGES TO STAFFING							
Does the change involve a reduction in staff?	No						
Does the change involve a redesign of the roles of staff?	No						

TITLE:		Council Tax Efficiencies					
DIR:		RES					
SERVICE:		Revenues				REF: RES022/15-16	
TEAM:		Council Tax				LEAD OFFICER: Roger Jones	
SAVINGS OPPORTUNITY	BASE BUDGET £000	Net Savings 15/16 £000	Net Savings 16/17 £000	Net Savings 17/18 £000	Total Saving	THEMES:	Is an EA Req?
Council Tax Income Optimisation	66,396	335			335	Income Optimisation	No
FTE Reductions							
DETAILS OF SAVINGS OPPORTUNITY							
<p>There are large numbers of student exemptions and disregards in Tower Hamlets reducing the yield from the Taxbase. Currently we have 1800 students receiving a 25% discount and 6000 students receiving 100% discount on their council tax bills. A complete audit of certificates and educational establishments and qualifying courses needs to be carried out to help minimise fraudulent activity in this area and increase the yield from the Taxbase.</p>							
IMPLICATIONS FOR CONSIDERATION including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT							
<p>It is possible that the current 7,800 students receiving either 25% or 100% discounts may all be fully entitled to the discount and no additional income can be generated, however, this is unlikely. A similar exercise was carried out recently in a neighbouring borough with similar student demographics. The borough was able to generate an additional £500k council tax income through review and verification of student discount exemptions.</p>							
EQUALITIES SCREENING							
TRIGGER QUESTIONS	YES/NO	IF YES - please provide further details on how this impacts on each equalities groups					
Does the change reduce resources available to address inequality?	Yes	One additional invest to save post.					
Does the change reduce resources available to support vulnerable residents?	Yes						
CHANGES TO A SERVICE							
Does the change alter who is eligible for the service?	No						
Does the change alter access to the service?	No						
Does the change involve revenue raising?	Yes	Within existing parameters.					
Does the change involve a reduction or removal of income transfers to service users?	No						
Does the change affect who provides the service, i.e. outside organisations?	No						
CHANGES TO STAFFING							
Does the change involve a reduction in staff?	No						
Does the change involve a redesign of the roles of staff?	No						

TITLE:		Employment Options Programme					
DIR:		RES					
SERVICE:		HR & WORKFORCE DEVELOPMENT				REF: RES023	
TEAM:		LEAD OFFICER: MARK KEEBLE					
SAVINGS OPPORTUNITY	BASE BUDGET £000	Net Savings 15/16 £000	Net Savings 16/17 £000	Net Savings 17/18 £000	Total Saving	THEMES:	Is an EA Req?
Administrative Efficiencies		3,561	0	0	3,561	Lean: Downsizing Teams	Yes
FTE Reductions		104			104		
DETAILS OF SAVINGS OPPORTUNITY							
<p>This savings opportunity will contribute additional savings opportunities and provide information to support delivery of Service Challenge options that have staffing implications.</p> <p>Over 800 requests were submitted by staff for voluntary redundancy/early retirement, flexible retirement, flexible working (reduced hours and term-term only working) and premature retirement, 500 of which have expressed an interest for leaving or changing their hours before the end of March 2015.</p> <p>Directorates have provisionally identified 100 requests that can be supported to progress either through further restructures (in addition to those identified in the Service Challenge process) or without significant changes to structures.</p> <p>Requests are only being supported if they provide a genuine saving to the general fund and do not have an impact on service delivery. Staff in posts that are suitable for providing a bumped redundancy opportunity have also been identified.</p> <p>Service based criteria are in place to take into account requests from those employees working in areas of skills shortages, recruitment or retention difficulties or delivering the Council's strategic priorities. Employees working in roles in traded or income generating services are also unlikely to be released unless they provide a 'bumped' redundancy opportunity.</p>							
IMPLICATIONS TO CONSIDER including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT							
<p>The approach has been agreed with Trade Union representatives.</p> <p>Internal Audit have identified the key stages and processes that will be used to manage staff exits to ensure robust controls are in place for making payments and evidencing delivery of savings to the General Fund.</p> <p>Decisions on specific budget savings proposals to deliver the MTFP are an executive function which will require approval from Cabinet to pursue. Cabinet can decide on a strategy of delivering budget savings with an aim of avoiding compulsory redundancies and can consider staffing issues within the general duty of local authorities to have due regard to the need to eliminate discrimination under the Equality Act 2010.</p> <p>Staffing is a non-executive function by virtue of the Local Authorities (Functions and Responsibilities) (England) Regulations 2000. All staffing matters up to Chief and Deputy Chief Officer (broadly up to Service Head level) are delegated to the Head of Paid Service. See Para 3.1.1.11 Item 37 of the Constitution (page 78). The Head of Paid Service has power to implement an ER/VR programme for the staff within his remit if he decides that is an appropriate way to achieve the savings required by the Executive. By virtue of the corporate scheme of delegation ER/VR is delegated on to Directors and Heads of Service. See para 6.5 (page126). Chief and Deputy Chief Officer posts (those referred to in Item 37 as being appointments reserved to the Appointments Sub-Committee) are not delegated to officers.</p>							
EQUALITIES SCREENING							
TRIGGER QUESTIONS	YES/NO	IF YES - please provide further details on how this impacts on each equalities groups					
Does the change reduce resources available to address inequality?	No						

Does the change reduce resources available to support vulnerable residents?	No	
CHANGES TO A SERVICE		
Does the change alter who is eligible for the service?	No	
Does the change alter access to the service?	No	
Does the change involve revenue raising?	No	
Does the change involve a reduction or removal of income transfers to service users?	No	
Does the change affect who provides the service, i.e. outside organisations?	No	
CHANGES TO STAFFING		
Does the change involve a reduction in staff?	Yes	An initial equality impact assessment has been completed and has been updated to reflect the profile of employees submitting requests. This will be compared against the outcomes agreed by People Board once outcomes are known. Each savings opportunity (restructure) that requires formal consultation will have a separate equalities assessment completed.
Does the change involve a redesign of the roles of staff?	No	Any staffing changes that would have this impact will be progressed as separate savings opportunities

Employment Options Programme Full Equality Impact Assessment (EQIA)

Section 1: General Information

1a) Area of reorganisation

Employment Options Programme which aims to inform Council wide workforce savings through voluntary redundancy, early retirement, flexible working and flexible retirement to minimise the risk of compulsory redundancies and inform workforce planning.

1b) Service area

All Services

1c) Service Head

Simon Kilbey, lead Service Head.

1d) Name and role of the officer/s completing the EQIA

Mark Keeble, Senior HR&WD Business Partner, Project Lead

Section 2: Information about changes

2a) In brief please explain the reorganisation and the reasons for this change

On 23rd July 2014, the Council's Cabinet were informed that during the three financial years from 2011/12 to 2013/14 the Council has successfully delivered savings in the region of £25m each year to ensure it has a balanced budget. At a national level, the Government's deficit reduction policies (austerity) are set to continue for the foreseeable future. The Council's estimated savings requirement in 2015/16 and beyond, even after planned use of general reserves, is expected to be £28m for 2015/16 with further significant savings required thereafter.

Following a period for employees to submit expressions of interest, Directorate's reviewed the requests which were then subject to scrutiny and challenge by People Board who decided whether the outcome would be either:

1. In scope of Service Challenge – the process through which senior managers have put developed and forward savings options as part of the Medium Term Financial Plan;
2. Additional Restructure – situations where an opportunity to review the structure of a team was identified when considering an employee's request;
3. Progress outside Restructure – the employee's request can be accepted without the need for wider changes to a team's structure or the duties or workloads of other team members;
4. Suitable for Bumped Redundancy – situations where the needs of the service do not allow a post to be deleted but the nature of the post in terms of skills and experience required indicate it could be suitable as a redeployment opportunity for an employee at risk of compulsory redundancy with a reasonable period of time and funding provided for additional training;
5. Future request – the employee's request is for one of the two years after 1 April 2015 and is not in scope of a Service Challenge savings option; or,
6. Cannot be Progressed – the employee's post cannot be deleted without an adverse impact on service deliver or would not deliver a saving to the General Fund. The skills and experience required to carry out the duties of the post are specialist in nature and/or require specific qualifications that are not available elsewhere in the Council's workforce so are not suitable for bumped redundancy.

Comprehensive guidance was produced to support the decision making process. This set out the service focused criteria against which requests were considered. The guidance was produced following discussions with all Directorate Management Teams and was finalised following a period of consultation with Trade Unions. A total of 811 requests were received.

2b) What are the equality implications of your proposal?

Employees aged 55 and over are more likely to request voluntary redundancy in order to access their pension benefits under early retirement provisions of the LGPS. The impact this could have on the workforce is considered in Section 3 below. However, because of the high number of staff aged 55 and over expressing an interest, those employees who applied are more likely to be White, Christian or Disabled because of the increased representation of these groups above this age. It should be emphasised that this is a voluntary process for staff to express an interest.

An initial equalities assessment was undertaken at the start of the Programme which included an analysis of the Council's workforce against which decisions and future changes could be benchmarked. This EQIA is the second for the programme, which analyses requests from staff and the impact of People Board decisions on the workforce. EQIAs will also be undertaken for every restructure as part of the formal consultation process with employees and trade unions, including analysis of the job matching lists.

A further EQIA will be undertaken to assess the composition of the workforce once the outcome of the consultation processes have been implemented.

For comparison, between 2010 and 2012 when 329 staff left due to redundancy during the LEAN programme, 39% were aged 55 or over compared to 24% of the workforce overall being in this age group. 7.3% had declared a disability compared to 5.4% of the workforce – the information in section 3 below shows a direct correlation between age and disability.

Recommendation

2c) What is the cumulative equality impact of your proposal?

The cumulative impact of decisions to date on Workforce to Reflect the Community Indicators is below. These figures are indicative at this time as they assume all staff who have an outcome of: 1. In scope of a service challenge restructure; 2. Additional Restructure; or, 3. Progress outside of a formal restructure leave the Council. In reality this is unlikely as not every post in scope of Service Challenge/or Additional Restructure will be deleted and only approximately 80% of staff who will go through an Additional Restructure are expected to have VR/ER agreed.

Table 1: Current Workforce to Reflect the Community Performance Indicators and Predicted Impact of Employment Options Programme

Workforce to Reflect the Community Performance Indicator*	Current Performance %	Predicted Impact of Decisions %	Target %
% of senior managers grade LPO7 and above that are BME	25.4	27.4	30.0
% of senior managers grade LPO7 and above that are Disabled	5.6	6.4	6.2
% of senior managers grade LPO7 and above that are Female	49.5	50.5	50.0
% of all employees that are Bangladeshi	23.3	24.5	27.0
% of all employees that are BME	54.8	56.2	49.0
% of all employees that are Disabled*	5.4	5.1	5.5

**Notes - the Council's workforce diversity indicators are calculated based on guidance published by the Audit Commission for Best Value Performance Indicators. Therefore, employees with multiple posts (jobs) are only counted once and excludes some temporary employees e.g. those with short contracts. Other figures quoting the size of the workforce in other documents will be higher as they are based on the number of posts. The data used to analyse the equalities impact of Employment Options in Section 3 provides a breakdown of all employees equalities monitoring responses. For disability this includes those employees who have failed to respond to the question on whether they are disabled.*

The above shows the overall impact on workforce to reflect the community indicators would be positive in 5 out of 6 areas. The reduction in the % of the workforce that is disabled is a result of 23 employees who declared a disability that could leave the Council. The reasons for this and the impact on other aspects of the council's workforce are explored in Section 3 below.

Analysis in Section 3 below has identified a potential adverse impact in terms of gender for which mitigating actions are being put in place to address any issues identified with specific Service Challenge options. It is hoped that the Council will be able to retain all staff that want to remain through a combination of redeployment, bumped redundancy and retraining. Staff that wish to move on will be offered support to help find alternative employment for which the Council will identify and work with partner organisations that can offer assistance.

Section 3: Equality Impact Assessment

With reference to the analysis above, for each of the equality strands in the table below please record and evidence your conclusions around equality impact in relation to the savings proposal.

<p>Race</p> <p><i>Identify the effect of the policy on different racial groups.</i></p>	<p>Will the change in your policy/service have an adverse impact on specific ethnic groups? None identified at this stage that cannot be justified/explained.</p>									
	<p>The profile of the Council's workforce at the start of the Programme is as detailed in Table 2 below. Also detailed below is a percentage breakdown of expression of interests received (% of the total number of expression of interests received).</p>									
	<p>Table 2: Ethnicity Profile of the Council's Workforce and Employment Options Requests (all figures %):</p>									
		Asian %	Bangladeshi %	Black %	Declined to state %	Missing %	Mixed %	Other %	Somali %	White %
	Workforce (March 2014)	6	22.7	18.7	0.7	4.6	2.3	1.1	1.1	42.8
Employment Options Requests	4.3	8.4	22.2	0.4	1.9	1.9	0.4	0.8	59.7	
Difference	-1.7	-14.3	3.5	-0.3	-2.7	-0.4	-0.7	-0.3	16.9	
	<p>The age profile of staff impacts significantly on the ethnicity profile at age 55 and above and this is the age at which pension benefits are released in the event of an employee being made redundant (whether voluntary or compulsory) and has resulted in 57.6% of Employment Options Requests coming from employees aged 55 and over compared to 17.6% in the workforce.</p>									
	<p>Under age 55, 26% of staff are Bangladeshi compared to 6% over age 55. The figures for Asian staff (excluding Bangladeshi) are 7.3% and 4.9% respectively whilst White staff make up 38% of the workforce under age 55 compared to 63% over age 55. There is no difference in the % of the workforce that is Black over or under 55. Initial analysis has not identified any explanation for the higher proportion of Black staff submitting requests although this EQIA will be discussed with Trade Unions and Staff Equality Forums.</p>									
	<p>The profile of the employees within each outcome is detailed in Table 3 below (% of the number of employees that received</p>									

each outcome).

Table 3: Ethnicity Profile of the Employment Options Outcomes (all figures %):

Employment Options Outcome	Asian %	Bangladeshi %	Black %	Declined to State %	Missing %	Mixed %	Other %	Somali %	White %
1. In scope of Service Challenge (154 employees)	4.08	7.14	25.51	1.02	3.06	3.06	0.00	1.02	55.10
2. Additional Restructure (120 employees)	6.00	6.00	11.00	1.00	4.00	1.00	1.00	0.00	70.00
3. Progress outside Restructure (43 employees)	6.82	11.36	22.73	0.00	0.00	0.00	0.00	0.00	59.09
4. Suitable for Bumped Redundancy (178 employees)	3.66	6.81	19.37	0.00	1.57	2.09	0.00	1.05	65.45
5. Future request (183 employees)	3.10	12.83	30.97	0.00	1.77	2.21	0.44	0.88	47.79
6. Cannot be Progressed (133 employees)	6.58	9.87	17.11	0.66	2.63	0.66	1.32	0.66	60.53

The representation of each ethnicity within each outcome can fluctuate although in broad terms are in line with the overall proportion of requests from each group. None of the workforce indicators that monitor ethnicity are expected to be negatively impacted by the decisions (see section 2c above).

Disability

Identify the effect of the policy on different disability

Will the change in your policy/service have an adverse impact on disabled people? **None identified at this stage that cannot be justified/explained.**

The profile of the Council's workforce at the start of the Programme is as detailed in Table 4 below. Also detailed below is a percentage breakdown of expression of interests received (% of the total number of expression of interests received).

groups

Table 4: Disability Profile of the Council's Workforce and Employment Options Requests (all figures %):

	Yes %	No %	No Data %	Declined to State %
Workforce	4.3	75.9	10.5	9.3
Employment Options Requests	6	77.2	4.6	12.6
Difference	1.7	1.3	-6.9	3.3

There is proportion of disabled employees submitting a request is higher than their representation in the workforce as a whole. The figure of 4.3% is different to that reported in section 2c above. This is because the performance indicator excludes staff who have provided no data on whether they are disabled. The reason for the higher representation amongst requests is due to the 5.9% of employees in the workforce aged 55 and over who are disabled compared to 3.9% below this age.

The profile of the employees within each outcome is detailed in Table 5 below (% of the number of employees that received each outcome).

The representation of disabled staff within each outcome can fluctuate although in broad terms are in line with the overall proportion of requests from each group. The adverse impact on the workforce indicator for the % of the Council's workforce that is disabled is explained due to the age profile of employees submitting requests and the increased incidence of disability as employees get older. However, there is a positive impact on the % of senior managers that are disabled (see section 2c above). There are still 9% of the Council's workforce that have not responded to the disability question on the Council's monitoring questionnaire. This will be addressed through the next staff equality data audit. An additional questionnaire will be introduced to check the reasons why disabled staff wish to leave the organisation to ensure that work related issues are not the main driver.

Table 5: Disability Profile of the Employment Options Outcomes (all figures %):

Employment Options Outcome	Yes %	No %	No Data %	Declined to State %
1. In scope of Service Challenge (154 employees)	8.16	75.51	1.02	15.31
2. Additional Restructure (120 employees)	6.00	79.00	6.00	9.00
3. Progress outside Restructure (43 employees)	6.82	70.45	2.27	20.45
4. Suitable for Bumped Redundancy (178 employees)	7.33	76.96	3.66	12.04
5. Future request (183 employees)	4.42	76.99	3.10	15.49
6. Cannot be Progressed (133 employees)	6.58	78.95	1.97	12.50

Gender

Identify the effect of the policy on different gender groups (inc Trans) groups

Will the change in your policy/service have an adverse impact on men or women? **None identified at this stage that cannot be justified/explained.**

The profile of the Council's workforce at the start of the Programme is as detailed in Table 6 below. Also detailed below is a percentage breakdown of expression of interests received (% of the total number of expression of interests received).

The gender profile of staff does not change significantly at age 55 and the requests received are not disproportionate.

Table 6: Gender Profile of the Council's Workforce and Employment Options Requests (all figures %):

	Female %	Male %
Workforce	62.2	37.8
Employment Options Requests	63.7	36.3
Difference	1.5	-1.5

The profile of the employees within each outcome is detailed in Table 7 below (% of the number of employees that received each outcome).

Table 7: Gender Profile of the Employment Options Outcomes (all figures %):

Employment Options Outcome	F %	M %
1. In scope of Service Challenge (154 employees)	74.49	25.51
2. Additional Restructure (120 employees)	65.00	35.00
3. Progress outside Restructure (43 employees)	61.36	38.64
4. Suitable for Bumped Redundancy (178 employees)	60.21	39.79
5. Future request (183 employees)	65.04	34.96
6. Cannot be Progressed (133 employees)	59.87	40.13

Although the representation of staff of each gender within each outcome can fluctuate and is broadly in line with the overall proportion of requests, 75% of requests from female employees who are in scope of a service challenge. This is due to the

two service challenge proposals that have the most staff in scope (Home Care and Day Nurseries) having high levels of female staff in the services (77% and 98% respectively).

There has been a meeting with Trade Unions to discuss the how the process of redeployment, bumped redundancy and retraining for staff at risk of redundancy in the Home Care can be managed proactively to avoid the need for compulsory redundancy. A similar approach will be undertaken for Day Nursery employees if there are insufficient volunteers for redundancy. It should be noted that at the time of writing there has been not Cabinet decision to progress with these Service Challenge savings options.

There is a positive impact on the % of women that are in senior manager grades at LPO7 and above (please refer to section 2c above).

Sexual Orientation

Identify the effect of the policy on members of the LGB community

Will the change in your policy/service have an adverse impact on lesbian, gay or bisexual people? **None identified at this stage that cannot be justified/explained.**

The profile of the Council’s workforce at the start of the Programme is as detailed in Table 8 below. Also detailed below is a percentage breakdown of expression of interests received (% of the total number of expression of interests received).

Table 8: Sexual Orientation Profile of the Council’s Workforce and Employment Options Requests (all figures %):

	Bisexual %	Gay %	Heterosexual %	Lesbian %	Decline to State %	No Data %
Workforce	1.1	1.4	69.5	0.8	13.1	14.1
Employment Options Requests	0.3	1.7	64.1	0.8	18.1	15
Difference	-0.8	0.3	-5.4	0	5	0.9

The age profile of staff is not significantly different at age 55 when sexual orientation is considered. There are small reductions in the numbers of staff in each category over age 55. This is due to the impact of more staff aged 55 and over Declining to State (17%) or who provided No Data (14.7). The requests from each group are therefore in line with their overall representation in the workforce.

The profile of the employees within each outcome is detailed in Table 9 below (% of the number of employees that received each outcome).

Although the representation of staff of different sexual orientations within each outcome can fluctuate and is broadly in line with the overall proportion of requests, there are some higher %s for employees who are Bisexual or Lesbian being given an outcome of progressing outside a restructure. As only 43 employees have this outcome, 1 or 2 employees can have a significant impact on the % calculated. Given the relatively small numbers within these groups there is not believed to be a statistically significant variation. There are still 14% of the Council's workforce that have not responded to the sexual orientation question on the Council's monitoring questionnaire. This will be addressed through the next staff equality data audit.

Table 9: Sexual Orientation Profile of the Employment Options Outcomes (all figures %):

Employment Options Outcome	Bisexual %	Gay %	Heterosexual %	Lesbian %	Decline to State	No Data %
1. In scope of Service Challenge (154 employees)	0.00	1.02	67.35	2.04	16.33	13.27
2. Additional Restructure (120 employees)	1.00	2.00	63.00	1.00	17.00	16.00
3. Progress outside Restructure (43 employees)	2.27	0.00	56.82	4.55	13.64	22.73
4. Suitable for Bumped Redundancy (178 employees)	0.00	1.57	61.78	0.52	17.28	18.32
5. Future request (183 employees)	0.00	2.21	61.50	0.44	22.12	13.72
6. Cannot be Progressed (133 employees)	0.66	1.97	71.71	0.00	16.45	9.21

Religion and Belief	Will the change in your policy/service have an adverse impact on people who practice a religion or belief? None identified at this stage that cannot be justified/explained.
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Identify the effect of the policy on different religious and faith groups

The profile of the Council's workforce at the start of the Programme is as detailed in Table 10 below. Also detailed below is a percentage breakdown of expression of interests received (% of the total number of expression of interests received).

The age profile of staff varies significantly at age 55 for Christian and Muslim staff. Under age 55, 30% of staff are Christian compared to 44% over age 55. Muslim staff make up over 26% of the workforce under age 55 compared to 7% over age 55. This explains the higher proportion of Christians and the lower number of Muslim staff amongst Requests.

Table 10: Religion or Belief Profile of the Council's Workforce and Employment Options Requests (all figures %):

	Buddhist %	Christian %	Hindu %	Jewish %	Muslim %	No Religion %	Other %	Sikh %	Decline to State %	No Data %
Workforce	0.7	32.9	1.5	0.6	22.9	14.2	4.4	0.6	8.3	13.9
Employment Options Requests	0.7	44.3	1	0.5	8.9	13.3	5.4	0.7	10.3	15
Difference	0	11.4	-0.5	-0.1	-14	-0.9	1	0.1	2	1.1

The profile of the employees within each outcome is detailed in Table 11 below (% of the number of employees that received each outcome).

Table 11: Religion or Belief Profile of the Employment Options Outcomes (all figures %):

Employment Options Outcome	Buddhist %	Christian %	Hindu %	Jewish %	Muslim %	No Religion %	Other %	Sikh %	Decline to State %	No Data %
1. In scope of Service Challenge (154 employees)	2.04	38.78	1.02	0.00	9.18	14.29	5.10	1.02	13.27	15.31
2. Additional Restructure (120 employees)	1.00	41.00	1.00	2.00	7.00	17.00	6.00	1.00	9.00	15.00
3. Progress outside Restructure (43 employees)	0.00	52.27	2.27	0.00	13.64	6.82	2.27	0.00	4.55	18.18
4. Suitable for Bumped	0.52	49.21	1.05	0.00	5.24	9.95	3.14	0.52	11.52	18.85

	Redundancy (178 employees)										
	5. Future request (183 employees)	0.44	42.48	0.88	0.00	12.83	11.95	6.19	0.88	10.62	13.72
	6. Cannot be Progressed (133 employees)	0.00	40.79	1.32	1.32	12.50	16.45	5.92	1.32	9.87	10.53
<p>The representation of staff from different religions/belief within each outcome can fluctuate although in broad terms are in line with the overall proportion of requests from each group. There are still 13% of the Council's workforce that have not responded to the religion or belief question on the Council's monitoring questionnaire. This will be addressed through the next staff equality data audit.</p>											

<p>Age</p> <p><i>Identify the effect of the policy on different age groups using the prompts above</i></p>	<p>Will the change in your policy/service have an adverse impact on specific age groups? None identified at this stage that cannot be justified/explained.</p>																																																	
	<p>The profile of the Council's workforce at the start of the Programme is as detailed in Table 12 below. Also detailed below is a percentage breakdown of expression of interests received (% of the total number of expression of interests received).</p>																																																	
	<p>Table 12: Age Profile of the Council's Workforce and Employment Options Requests (all figures %):</p>																																																	
	<table border="1"> <thead> <tr> <th>Age Band</th> <th><=20 %</th> <th>21 – 24 %</th> <th>25 – 34 %</th> <th>35 –44 %</th> <th>45 – 49 %</th> <th>50 – 54 %</th> <th>55 – 59 %</th> <th>60 – 64 %</th> <th>65+ %</th> </tr> </thead> <tbody> <tr> <td>Workforce</td> <td>0.7</td> <td>3.7</td> <td>26</td> <td>24.2</td> <td>13.7</td> <td>14.1</td> <td>11.1</td> <td>4.9</td> <td>1.6</td> </tr> <tr> <td>Employment Options Requests</td> <td>0</td> <td>0</td> <td>4.1</td> <td>12.1</td> <td>9.7</td> <td>16.5</td> <td>31.6</td> <td>18.1</td> <td>7.9</td> </tr> <tr> <td>Difference</td> <td>-0.7</td> <td>-3.7</td> <td>-21.9</td> <td>-12.1</td> <td>-4</td> <td>2.4</td> <td>20.5</td> <td>13.2</td> <td>6.3</td> </tr> </tbody> </table>	Age Band	<=20 %	21 – 24 %	25 – 34 %	35 –44 %	45 – 49 %	50 – 54 %	55 – 59 %	60 – 64 %	65+ %	Workforce	0.7	3.7	26	24.2	13.7	14.1	11.1	4.9	1.6	Employment Options Requests	0	0	4.1	12.1	9.7	16.5	31.6	18.1	7.9	Difference	-0.7	-3.7	-21.9	-12.1	-4	2.4	20.5	13.2	6.3									
	Age Band	<=20 %	21 – 24 %	25 – 34 %	35 –44 %	45 – 49 %	50 – 54 %	55 – 59 %	60 – 64 %	65+ %																																								
Workforce	0.7	3.7	26	24.2	13.7	14.1	11.1	4.9	1.6																																									
Employment Options Requests	0	0	4.1	12.1	9.7	16.5	31.6	18.1	7.9																																									
Difference	-0.7	-3.7	-21.9	-12.1	-4	2.4	20.5	13.2	6.3																																									
<p>In general terms, requesting VR/ER is a more attractive option for employees aged over 55. This explains why 57.6% of staff submitting requests are aged 55 and over compared to 17.6% in the workforce as a whole. Similarly, flexible retirement can only be requested by employees aged over 55 – the minimum age at which retirement benefits can be paid by law. Age is not expected to be a specific factor in relation of Flexible Working requests. The age in relation to other protected characteristics is explored in above in other parts of Section 3</p>																																																		
<p>The profile of the employees within each outcome is detailed in Table 13 below (% of the number of employees that received</p>																																																		

each outcome).

The representation of staff from different age groups within each outcome can fluctuate although in broad terms are in line with the overall proportion of requests from each group.

Table 13: Age Profile of the Employment Options Outcomes (all figures %):

Employment Options Outcome	25 – 34 %	35 – 44 %	45 – 49 %	50 – 54 %	55 – 59 %	60 – 64 %	65+ %
1. In scope of Service Challenge (154 employees)	3.06	14.29	6.12	15.31	37.76	16.33	7.14
2. Additional Restructure (120 employees)	6.00	11.00	10.00	12.00	33.00	21.00	7.00
3. Progress outside Restructure (43 employees)	6.82	9.09	9.09	11.36	25.00	27.27	11.36
4. Suitable for Bumped Redundancy (178 employees)	3.14	15.18	6.28	10.99	32.46	21.47	10.47
5. Future request (183 employees)	3.10	11.50	11.95	30.53	24.78	11.06	7.08
6. Cannot be Progressed (133 employees)	6.58	13.16	12.50	9.87	32.89	18.42	6.58

<p>Socio-economic</p> <p><i>Identify the effect of the policy in relation to socio-economic inequalities</i></p>	<p>Will the change in your policy/service have an adverse impact on people with low incomes? Inconclusive at this stage although there are potential benefits for some employees</p> <p>Please describe the analysis and interpretation of evidence to support your conclusion.</p> <p>The purpose of the proposed approach is to avoid compulsory redundancies which could have a greater impact on employees on low incomes. This includes using bumped redundancies in addition to usual redeployment opportunities. The redeployment process also allows employees to be considered for posts up to two grades higher than their current grade so there is potential for some staff to achieve an increase in grade. Any that are redeployed into a lower grade receive pay protection for two years.</p>
<p>Other</p> <p><i>Identify if there are groups, other than those already considered, that may be adversely affected by the policy?</i></p>	<p>Will the change in your policy/service have an adverse impact on any other people (e.g. carers)? No</p> <p>Please describe the analysis and interpretation of evidence to support your conclusion.</p> <p>It is not expected that any other groups will be adversely impacted. The Employment Options Programme encourages employees and managers to explore flexible working options which can be beneficial for working parents, those with caring responsibilities or employees seeking to improve their work/life balance.</p>

Staff	Will the change in your policy/service have an adverse impact on staff? This has been analysed above.
<i>Identify if there are any staff groups that may be adversely affected by the policy?</i>	The Employment Options Programme is focused on achieving reductions in the size of the workforce for the Council to deliver the Medium Term Financial Plan whilst minimising the risk of compulsory redundancy. There is a risk that some staff will dispute the outcome of their request. A review process involving Trade Unions has been included for this purpose. This will require careful management to ensure the bumped redundancy process is transparent and equitable. A meeting has already taken place with Trade Unions to discuss the content of guidance for managers which will be issued in due course.

Section 4: Equality Impact Assessment Action Plan

Please list in the table below any adverse impact identified and, where appropriate, steps that could be taken to mitigate this impact.

If you consider it likely that your proposal will have an adverse impact on a particular group (s) and you cannot identify steps which would mitigate or reduce this impact, you will need to demonstrate that you have considered at least one alternative way of delivering the change which has less of an adverse impact.

Adverse impact	Please describe the actions that will be taken to mitigate this impact
Outcomes of job matching (selection for redundancy) and acceptance of voluntary redundancy requests following restructures.	EAs of each staffing restructure ahead of formal consultation. Formal consultation with staff and trade unions will be undertaken ahead of decisions to implement new structures, appoint staff to new roles and make redundancy decisions

Change in composition of the Council's workforce.	Produce Council wide impact of individual restructures and exits through VR/ER and flexible retirement.
Guidance on bumped redundancy process	Produce guidance to enable process to be managed effectively and consistently. Including advice on reasonable training opportunities to be provided to enable staff to obtain qualifications that are mandatory for some posts.
Staff Equality Audit	Next scheduled process to focus on increasing responses to disability, religion or belief and sexual orientation monitoring questions. Also follow up questionnaire for requests from disabled staff
Monitor equalities impact of individual savings options on employees and identify act to address any adverse impact.	Each formal consultation process with employees and Trade Unions has an EQIA produced. Where these identify adverse impact in respect of the risk of compulsory redundancy on specific groups of staff e.g. female or BME employees, actions will be identified to mitigate and remove the risk if all possible.
Share findings of EQIA	Provide copy to Trade Unions to inform on-going consultation process. Provide copy with Staff Equality Forums for discussion.

If an adverse impact cannot be mitigated please describe an alternative option, its costs and the equality impact.

Section 5: Future Review and Monitoring

Please explain how and when the actual equality impact of these changes will be reviewed and monitored.

Equalities impacts will be monitored and reviewed prior to the ratification of all decisions. An evaluation of the entire programme will be undertaken once completed. This is expected to be July 2015 once the restructures required to deliver the Council's savings targets have been implemented.

APPENDIX A: Equality Impact Assessment Test of Relevance

TRIGGER QUESTIONS	YES / NO	IF YES PLEASE BRIEFLY EXPLAIN.....
Does the change reduce resources available to address inequality?	NO	
CHANGES TO A SERVICE		
Does the change alter access to the service?	NO	Where additional restructures have been identified they will be subject to a separate impact assessment.
Does the change involve revenue raising?	NO	
Does the change alter who is eligible for the service?	NO	
Does the change involve a reduction or removal of income transfers to service users?	NO	

Does the change involve a contracting out of a service currently provided in house?	NO	
CHANGES TO STAFFING		
Does the change involve a reduction in staff?	YES	Staffing levels have to be reduced in order for the Council to operate within a balanced budget as set out in the Medium Term Financial Plan approved by Cabinet.
Does the change involve a redesign of the roles of staff?	YES	Any substantial changes to job descriptions and structures will be progressed through the Handling Organisational Change Procedure and subject to EAs as part of that process. Only minor changes to roles and structures will take place outside the formal consultation process. Trade Unions will be involved in reviewing proposals for staff to leave through this route.

TITLE:	Business Rates Efficiencies						
DIR:	RES						
SERVICE:	Revenues					REF: RES024/15-16	
TEAM:	Business Rates					LEAD OFFICER: Roger Jones	
SAVINGS OPPORTUNITY	BASE BUDGET £000	Net Savings 15/16 £000	Net Savings 16/17 £000	Net Savings 17/18 £000	Total Saving	THEMES:	Is an EA Req?
Business Rates Collection Efficiencies	102,816	1,360			1,360	Income Optimisation	No
FTE Reductions							
DETAILS OF SAVINGS OPPORTUNITY							
<p>The introduction of Business Rates Retention provides significant opportunity to grow the Ratebase and gain additional income and also means the Council is open to increased risk to its income through significant numbers of unresolved appeals. This investment is needed to maximise the potential of unidentified RV and also to help with analysing risk of outstanding appeals. An additional role will be created through invest to save, which will be dedicated to improving the accuracy of the local business reduction in the rating list. There are a number of cases identified in the past where assessments have been incorrectly valued or not updated following the award of a temporary reductions. This work will ensure we take a proactive approach to managing the accuracy of the rates base and rateable value to maximise income due to the authority.</p>							
IMPLICATIONS FOR CONSIDERATION including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT							
<p>There is the possibility that this will not yield any additional income and the risk to the MTFP will remain. However, based on past experience of issues with the rates base this is believed to be unlikely. Currently there are over 580 local businesses that have received a temporary discount that is time limited. There are also numerous instances where the assessments are undervalued or omitted from the list or temporary reductions not reinstated.</p>							
EQUALITIES SCREENING							
TRIGGER QUESTIONS	YES/NO	IF YES - please provide further details on how this impacts on each equalities groups					
Does the change reduce resources available to address inequality?	Yes	One additional staff through invest to save					
Does the change reduce resources available to support vulnerable residents?	Yes						
CHANGES TO A SERVICE							
Does the change alter who is eligible for the service?	No						
Does the change alter access to the service?	No						
Does the change involve revenue raising?	Yes	No Change to service. Involves enforcement of current policies.					
Does the change involve a reduction or removal of income transfers to service users?	No						
Does the change affect who provides the service, i.e. outside organisations?	No						
CHANGES TO STAFFING							
Does the change involve a reduction in staff?	No						
Does the change involve a redesign of the roles of staff?	No						

TITLE:	Investment Income						
DIR:	RES						
SERVICE:	CORPORATE FINANCE					REF: RES027/15-16	
TEAM:	FINANCE					LEAD OFFICER: CHRIS HOLME	
SAVINGS OPPORTUNITY	BASE BUDGET £000	Net Savings 15/16 £000	Net Savings 16/17 £000	Net Savings 17/18 £000	Total Saving	THEMES:	Is an EA Req?
Income	1,700	750			750		No
FTE Reductions							
DETAILS OF SAVINGS OPPORTUNITY							
<p>The above budget and savings figures are based on average cash balance estimated at £350m with average rate of return of 0.70% for 2015/16.</p> <p>Investment Strategy for 2015/16 is proposing extending the range of products in which the Council can invest in, in order to effectively manage the Council's investment cash balances.</p> <p>Interest rates are currently historically low, driven by a bank base rate of 0.5%, and the creditworthiness of banks has been under intense scrutiny resulting in a large number of banks being downgraded. This has gradually reduced the number of banks and other institutions which are compliant with the Council's investment policy criteria.</p> <p>This restriction has limited the number of counterparties that the Council can placed investment with, this in itself creates a concentration risk, because it does not allow the Council to spread its investments over a considerable amount of counterparties and has also forced the Council to keep large sums of cash in overnight money market investments which deliver very little return.</p> <p>In an attempt to alleviate the counterparty concentration risk and to also have high quality institutions on the Council's counterparty list, more investment products such as treasury bills and certificates of deposit are being proposed to the Council's investment strategy and policy.</p> <p>The strategy propose using a product such as certificates of deposit to attract institution such as Standard Chartered which is a high quality institution but not active in the fixed interest cash deposits market.</p> <p>The Council's cash flow model has been recently re-examined in order to predict more accurately when funds will be required. This will be achievable, provided the treasury team are kept updated on any revision to capital expenditure plans on a regular basis. In view of the current capital expenditure plans for 2015/16, which is low spent horizon, the treasury team can therefore invest for longer periods.</p> <p>The level of investment income that the Council can generate for 2015/16 is set based on the availability of funds for the year with regard to the Council's monthly liquidity requirements, with no target set to borrow temporarily (as this is very expensive).</p>							
IMPLICATIONS TO CONSIDER							
<p>(Summarise impact on services provided, service users and health outcomes. Outline any risks to achievement of the saving)</p> <p>There are no service implications. The treasury team will continue to manage investments on a day to day basis in accordance with current practice. Financial investment always carries a measure of risk. Good treasury management practice identifies and measures these risks and undertakes investments on the basis of balancing risk and return. When public money is involved, it is also important to ensure that assets are relatively secure. The Council's investment is designed to ensure investments are undertaken without unnecessary risk. The ability to invest funds with a wider range of counterparties itself provides risk cover by ensuring that large sums are not deposited with one borrower.</p>							

Budget Savings Proposals 2015/16: Full Equality Analysis

Section 1: General Information

This Equality Analyses reviews the cumulative impact of the Savings Programme for the 2015/16 Budget. It only covers the impact on residents and services and does not relate to any impacts on staff.

This Equality Analyses refers to the 18 Savings Proposals which have undergone public consultation and are being considered by Cabinet on 7 January 2015. There are a number of proposals that are currently being amended or are currently being consulted on. As such, this Equality Analyses has omitted these proposals but they may be considered in future iterations.

Section 2: Information about changes to services

2a) Description of savings proposals and the reasons for this change

Tower Hamlets Council is under a duty to set a balanced and sustainable budget and needs to plan the use of resources in such a way that it can deliver its statutory responsibilities and priorities as well as meeting local people's aspirations. As a result of this a number of Budget Savings proposals have been developed.

2b) What are the equality implications of your proposal?

Does the change reduce resources available to address inequality?

Yes – further detail provided in section 3.

Does the change reduce resources available to support vulnerable residents?

Yes – further detail provided in section 3.

Does the change alter who is eligible for the service?

No

Does the change alter access to the service?

Yes – further detail provided in section 3.

Does the change involve revenue raising?

Yes – further detail provided in section 3.

Does the Change involve a reduction or removal of income transfers to service users?

Yes – further detail provided in section 3.

Approach to Consultation

To ensure that our assessment of the potential impact on equality of savings proposals is accurate and to meet our legal duty to have ‘due regard’ to equality, we have sought the views of those affected by these savings.

As part of showing ‘due regard’ we consulted to a degree on all of the proposals that have been identified as requiring an EA and had been identified as possibly having an impact on services and/or service users. A flexible approach was adopted towards consultation to ensure the approach was effective and workable.

The final outcome of the consultation process was a completed EA for each saving proposal that has been identified as requiring an EA through the equality screening process and had gone to consultation. These EAs have been, and will continue to be, published as part of Cabinet and Full Council papers, as well as being published online. You can view these here www.towerhamlets.gov.uk/yourborough

Each savings proposal was placed in one of three levels of required consultation. These different levels of consultation are:

Level 1

The public will have an opportunity to comment on the proposal as part of the Council's wider consultation exercise/publicity being managed by the Communications team. There was also a generic budget consultation events held throughout August and September which informed the development of these proposals.

Level 2

Level 2 consultation was for proposals that have an impact on a particular section of the community or group. Consultation was proportionate and targeted the particular group in question. Generally, the approach for the consultation of the level 2s was part of the planned consultation for the Community Plan.

Level 3

Where there is a proposal to make a substantial and significant change to a service, formal consultation was undertaken with the service user group.

Section 3: Equality Impact Assessment

Equality Group	Impact of Budget Saving Proposals	Mitigation
Race	<p>There is one savings proposal that through the Equality Analyses process has been identified as possibly having a negative impact on 'Race'. This is:</p> <p><u>ESCW018/15-16: Muslim and African Families Service</u></p> <p>There is a risk that the quality of interactions between professionals (e.g. Social Workers and teachers) and the Bangladeshi and African families would decrease if less expertise on working with Muslim and African families is available. People in the community may stop engaging with mainstream children's social care due to negative perceptions of staff in the service and sometimes high levels of mistrust.</p> <p>There is a risk that the effectiveness of functions like</p>	<p><u>ESCW018/15-16: Muslim and African Families Service</u></p> <p>This can be mitigated against by utilising the skills and knowledge of the mainstream social work teams, some of whom who have worked closely alongside the Muslim and African Families service and have received the training and developing the expertise to continue this work. This can be reinforced through further training. Staff in these teams include those from an African and Bangladeshi ethnic background, in line with having a workforce to reflect the community.</p>

	<p>safeguarding and criminal investigations for Muslim and African families may be negatively affected in the short-term, as staff in the current team are able to get information quickly and facilitate communication. Staff in the Muslim and African Families service have built up strong relationships with African and Bangladeshi religious and community leaders and families that have built up over time.</p> <p>There is a risk that the number of safeguarding/child protection incidents and alerts in the Muslim and African community for children would rise if the strategic and outreach functions of the service are offered out to outside agencies, as there will be a less dedicated resource for Tower Hamlets. Professionals, community leaders and families are at risk of having less awareness and understanding of safeguarding/child protection if this service is deleted and may therefore be a higher risk of incidents (e.g. physical chastisement) occurring and a risk that incidents will not be dealt with as quickly and effectively.</p>	<p>The Children's Social Care team can take on this role, but it will take time to build these relationships back up with new staff. This also presents an opportunity for new relationships to be developed.</p> <p>In the current proposal, two out of the three roles will be retained, further mitigating against this risk.</p> <p>This risk can be mitigated against when redesigning the service: A full analysis can be carried out to ensure that the core needs of Tower Hamlets can be met. For example, if there is a need for a focus on a particular topic in Tower Hamlets, this can be carried out whilst also being offered to outside agencies.</p> <p>In the current proposal, two out of the three roles will be retained, further mitigating against this risk.</p>
Disability	<p>There is one savings proposal that through the Equality Analyses process has been identified as possibly having a negative impact on 'Disability'. This is:</p> <p><u>ESCW026/15-16 : Review of Adults using Tower Hamlets Transport Services</u></p> <p>There is a risk that adults with a learning disability using public transport will be more likely to experience</p>	<p><u>ESCW026/15-16 : Review of Adults using Tower Hamlets Transport Services</u></p> <p>Travel Trainers will work with people for as long as they need to ensure that people feel confident about</p>

	<p>anti-social behavior and discrimination on public transport. We know from service users and carers that people can have safety concerns when travelling on public transport</p> <p>The Muslim and African Families Service carries out a series of work designed to address safeguarding Children with a disability and individuals with Mental Health issues.</p>	<p>using new forms of transport.</p> <p>Travel Training works to increase people's confidence on public transport and enables people to be able to cope with safety risks. Service users have suggested Travel Training as a way of addressing safety concerns on public transport. Carers concerns will be discussed and addressed at a group level by offering information workshops. Carer concerns will be addressed on an individual level by involving carers in the assessment decision as to whether each individual will benefit from Travel Training.</p> <p>Some of the mainstream Children Social Care team have worked closely alongside the Muslim and African Families service, receiving the training and developing the expertise to continue this work. This can be reinforced through further training.</p> <p>In the current proposal, two out of the three roles will be retained, further mitigating against this risk.</p>
Gender	<p>There is one savings proposal that through the Equality Analyses process has been identified as possibly having a negative impact on 'Gender'. This is:</p> <p><u>ESCW018/15-16: Muslim and African Families Service</u></p> <p>Women may be affected if the Bangladeshi "Caring Dads" programme is cannot be offered to Tower Hamlets residents at current levels. The 18-week rolling programme is for fathers who have committed domestic violence. Women may be at risk of domestic</p>	<p><u>ESCW018/15-16: Muslim and African Families Service</u></p> <p>This can be mitigated against by reviewing whether the Children's Social Care team or other statutory bodies have the capacity to help support this programme. The plan is that this service continues and is in fact strengthened by the income generation opportunities</p>

	abuse as a result of fewer men attending this programme.	that are provided by this proposal. This is a unique service, with an existing track record of work with organisations across Europe, and there is likely to be a strong demand from other LA's for such a service.
Gender Reassignment	At this stage we have not identified any proposals which would affect 'Gender Reassignment' equality. We will however be developing our capacity to monitor impact throughout the year to ensure that on reporting on the implementation of these savings we are able to assess impact in terms of 'Gender Reassignment' equality.	At this stage we have not identified any proposals which would affect 'Gender Reassignment' equality. We will however be developing our capacity to monitor impact throughout the year to ensure that on reporting on the implementation of these savings we are able to assess impact in terms of 'Gender Reassignment' equality.
Sexual Orientation	At this stage we have not identified any proposals which would affect sexual orientation equality. We will however be developing our capacity to monitor impact throughout the year to ensure that on reporting on the implementation of these savings we are able to assess impact in terms of sexual orientation equality.	At this stage we have not identified any proposals which would affect sexual orientation equality. We will however be developing our capacity to monitor impact throughout the year to ensure that on reporting on the implementation of these savings we are able to assess impact in terms of sexual orientation equality.
Religion or Belief	<p>There is one savings proposal that through the Equality Analyses process has been identified as possibly having a negative impact on 'Religion or Belief'. This is:</p> <p><u>ESCW018/15-16: Muslim and African Families Service</u></p> <p>There is a risk that the quality of interactions between professionals (e.g. Social Workers and teachers) and the Bangladeshi and African families would decrease if less expertise on working with Muslim and African families is available. People in the community may stop engaging with mainstream children's social care due to negative perceptions of staff in the service and sometimes high levels of mistrust.</p> <p>There is a risk that the effectiveness of functions like</p>	<p><u>ESCW018/15-16: Muslim and African Families Service</u></p> <p>This can be mitigated against by utilising the skills and knowledge of the mainstream social work teams, some of whom who have worked closely alongside the Muslim and African Families service and have received the training and developing the expertise to continue this work. This can be reinforced through further training. Staff in these teams include those from an African and Bangladeshi ethnic background, in line with having a workforce to reflect the community.</p>

	<p>safeguarding and criminal investigations for Muslim and African families may be negatively affected in the short-term, as staff in the current team are able to get information quickly and facilitate communication. Staff in the Muslim and African Families service have built up strong relationships with African and Bangladeshi religious and community leaders and families that have built up over time.</p> <p>There is a risk that the number of safeguarding/child protection incidents and alerts in the Muslim and African community for children would rise if the strategic and outreach functions of the service are offered out to outside agencies, as there will be a less dedicated resource for Tower Hamlets. Professionals, community leaders and families are at risk of having less awareness and understanding of safeguarding/child protection if this service is deleted and may therefore be a higher risk of incidents (e.g. physical chastisement) occurring and a risk that incidents will not be dealt with as quickly and effectively.</p>	<p>The Children's Social Care team can take on this role, but it will take time to build these relationships back up with new staff. This also presents an opportunity for new relationships to be developed.</p> <p>In the current proposal, two out of the three roles will be retained, further mitigating against this risk.</p> <p>This risk can be mitigated against when redesigning the service: A full analysis can be carried out to ensure that the core needs of Tower Hamlets can be met. For example, if there is a need for a focus on a particular topic in Tower Hamlets, this can be carried out whilst also being offered to outside agencies.</p> <p>In the current proposal, two out of the three roles will be retained, further mitigating against this risk.</p>
Age	<p>There are two savings proposals that through the Equality Analyses process have identified a negative impact on 'Age'. These are:</p> <p><u>ESCW026/15-16 : Review of Adults using Tower Hamlets Transport Services</u></p> <p>Older people within the three groups (adults with a learning disability, adults with a physical disability, older people) are more likely to have been using Council-funded transport services to day opportunities for a longer period of time. There is a risk that people</p>	<p><u>ESCW026/15-16 : Review of Adults using Tower Hamlets Transport Services</u></p> <p>Travel Trainers will work with people for as long as they need to ensure that people feel confident about using new forms of transport.</p>

	<p>may have more difficulty changing from existing transport arrangements to public transport if they have been using existing services for some time. This can be mitigated against as travel trainers can work with people for as long as they need.</p> <p>Older people are more likely to have been using Council-funded transport services to day opportunities for a longer period of time. There is a risk that people may have more difficulty changing from existing transport arrangements to public transport if they have been using existing services for some time.</p> <p><u>ESCW006/15-16: Reconfiguration of Homecare Services</u></p> <p>Vulnerable service users particularly older service users may be distressed by the changes to their care arrangements, and may not welcome a change in carer. It is important to recognise that high levels of trust build up over time in the professional caring relationship, as is necessary for the delivery of a service that administers intimate care</p>	<p>Travel Training works to increase people's confidence on public transport and enables people to be able to cope with safety risks. Service users have suggested Travel Training as a way of addressing safety concerns on public transport. Carers concerns will be discussed and addressed at a group level by offering information workshops. Carer concerns will be addressed on an individual level by involving carers in the assessment decision as to whether each individual will benefit from Travel Training.</p> <p><u>ESCW006/15-16: Reconfiguration of Homecare Services</u></p> <p>It is recommended that service users are consulted in the process and once providers are identified, a handover period is managed for the transition, taking into account the sensitive nature of both the role and the transfer, and the associated risks involved.</p> <p>It will be important to involve the long term social care teams within this process, to ensure that service users are aware of their care options. It may be that changes are needed to support plans if users decide that they would prefer to take a personal budget and recruit a personal assistant. This process may be managed independently, or may require brokerage or advocacy to ensure that the rights of vulnerable individuals are explored, and they are fully involved in the decision</p>
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		making process.
Marriage and Civil Partnerships	At this stage we have not identified any proposals which would affect 'Marriage and Civil Partnerships' equality. We will however be developing our capacity to monitor impact throughout the year to ensure that on reporting on the implementation of these savings we are able to assess impact in terms of 'Marriage and Civil Partnerships' equality.	At this stage we have not identified any proposals which would affect 'Marriage and Civil Partnerships' equality. We will however be developing our capacity to monitor impact throughout the year to ensure that on reporting on the implementation of these savings we are able to assess impact in terms of 'Marriage and Civil Partnerships' equality.
Pregnancy and Maternity	At this stage we have not identified any proposals which would affect 'Pregnancy and Maternity' equality. We will however be developing our capacity to monitor impact throughout the year to ensure that on reporting on the implementation of these savings we are able to assess impact in terms of 'Pregnancy and Maternity' equality.	At this stage we have not identified any proposals which would affect 'Pregnancy and Maternity' equality. We will however be developing our capacity to monitor impact throughout the year to ensure that on reporting on the implementation of these savings we are able to assess impact in terms of 'Pregnancy and Maternity' equality.

Section 4: Cumulative Equality Impact Assessment

There is only one Protected Characteristic that has more than one proposal that has identified a possible negative impact on it – 'Age'. As such this is the only Protected Characteristic that has a compounded impact as a result of the budget savings for 2015/16. The two savings that have an impact on 'Age' are:

- ESCW026/15-16:Review of Adults using Tower Hamlets Transport Services
- ESCW006/15-16:Reconfiguration of Homecare Services

From reviewing the details of the proposal and Equality Analyses for these two proposals there is no direct link between the two impacts. As such it is not considered that there is a compounded impact on this group.

Section 5: Equality Impact Assessment Action Plan

Please list in the table below any adverse impact identified and, where appropriate, steps that could be taken to mitigate

this impact.

If you consider it likely that your proposal will have an adverse impact on a particular group (s) and you cannot identify steps which would mitigate or reduce this impact, you will need to demonstrate that you have considered at least one alternative way of delivering the change which has less of an adverse impact.

Adverse Impact	Please describe the actions that will be taken to mitigate this impact
NONE	NONE

Section 6: Future Review and Monitoring

Please explain how and when the actual equality impact of these changes will be reviewed and monitored.

There will be an ongoing Reviewing and Monitoring process for all of the Equality Analyses that have been produced for the budget savings for the 2015/16 budget. This is part of 'Business as Usual' across council directorates. To view these Equality Analyses visit www.towerhamlets.go.uk/yourborough

The findings of this Full Equality Analyses will be used to inform future budget development and the findings will be taken in to account to ensure that future budget proposals do not compound identified impacts.

A similar exercise of developing a cumulative Equality Analyses will be undertaken for the 2016/17 budget. This Equality Assessment will inform future assessments to ensure that the ongoing impact is identified, analysed and mitigated.

Appendix 5

Reserves and Balances

RESERVES AND BALANCES

General Reserves

- 1.1 Local authorities are legally required to set a balanced budget and the chief finance officer has responsibility to report should serious problems arise (including in relation to the adequacy of reserves).
- 1.2 Under provisions introduced by the Local Government Act 2003, the level and use of reserves must be formally determined by the Council, informed by the judgement and advice of the chief finance officer. When calculating the budget requirement, the chief finance officer must report to Members on the adequacy of reserves. There are also now reserve powers for the Secretary of State to set a minimum level of reserves. External auditors are responsible for reviewing and reporting on financial standing but are not responsible for recommending a minimum level of reserves.
- 1.3 The Council needs to consider the establishment and maintenance of reserves as an integral part of its medium term financial planning. Reserves are held for three main purposes:
 - As a working balance to help cushion the impact of uneven cash flows and avoid unnecessary temporary borrowing – this forms part of a general reserve.
 - As a contingency to cushion the impact of unexpected events or emergencies, including budget overspends – this also forms part of a general reserve.
 - To hold funds for specific purposes or to meet known or predicted liabilities – these are generally known as earmarked reserves. Schools' balances and insurance reserves are examples of these.
- 1.4 In order to assess the adequacy of general reserves, account needs to be taken of the strategic, operational and financial risks facing the authority. The level of general reserves is also just one of several related decisions in the formation of a medium term financial strategy and the budget for a particular year. Factors affecting judgements about reserves include the key financial assumptions underpinning the budget and an assessment of the Council's financial health, including:-
 - Overall financial standing (level of borrowing, Council Tax collection rates, auditors' judgements, etc.)
 - The track record in budget management.
 - Capacity to manage in-year budget pressures and savings.
 - The strength of financial information and reporting arrangements.
 - The external financial outlook.
- 1.5 There is, therefore, no 'correct' level of reserves. Furthermore, a particular level of reserves is not a reliable guide to the Council's financial health. It is quite possible for reserves to increase but for financial health to deteriorate, if for example, the authority's risk profile has changed. As a general rule of thumb, however, reserves need to be higher as financial risk increases, and may be allowed to become lower if risk reduces.

RESERVES AND BALANCES

- 1.6 Financial reserves also have an important part to play in the overall management of risk. Councils with adequate reserves and sound financial health can embark on more innovative programmes or approaches to service delivery, knowing that if the associated risks do materialise the Council has sufficient financial capacity to manage the impact. Conversely, Councils with inadequate reserves can either find it more difficult to introduce change, or in extreme cases can be forced to develop very high-risk service strategies simply in order to restore their financial health.
- 1.7 Despite a challenging savings programme in the current financial year, the authority is currently projecting to keep net expenditure within budget without the use of general fund reserves. As a consequence general reserves are projected to stand at £66.6m as at 31st March 2015. This represents a significant endorsement of the organisation's financial management arrangements.
- 1.8 This is further demonstrated through the on-going evaluation of the financial risks facing the Council and which is summarised in the attached Appendix 5.2. This shows that the medium to high risk financial pressures over and above those already built into the MTFP by way of specific budget provisions, require the Council to maintain general reserves at between £20m and £39.5m, with a recommended minimum level (representing a medium risk profile) of £20m.
- 1.9 As shown in Appendix 5.3, in order to smooth the impact of government grant reductions reserves are being built up in 2014/15 and will be utilised over the 3 year period 2015/16 to 2017/18. Over this period reserves will not fall below the range between 5% and 7.5% of the Council's gross expenditure (excluding schools and housing benefits) but will be higher than this at times. However the implication of planning to reduce general reserves to the minimum recommended level by April 2017 is that 2017/18 and subsequent years' budgets will need to be balanced by identifying any necessary savings year on year.
- 1.10 Appendix 5.2 shows that there have been some changes to the profile of risks since this time last year. More risk is now attributed to service pressures and the delivery of the authority's savings programme and less risk attributed to economic conditions. However, following the Government's Autumn Statement announcements in relation to 2015/16 and future years, the authority's savings targets continue to be stretching with each passing year. Although the assessment of high risk has reduced since last year, the risk that the authority may be placed in a position of having to find higher levels of savings at relatively short notice has increased in the last twelve months. There is no immediate imperative to build this worst case scenario into the Medium Term Financial Plan, but the risks will continue to be monitored closely as the MTFP is implemented.
- 1.11 This position will need to be kept under constant review. The Council is continuing to undertake a substantial change programme to deliver the savings required over the next three years and beyond. This will involve major remodelling of services, which will have up-front costs that the Council

RESERVES AND BALANCES

will need to control, and improvement projects will need to be delivered on time to avoid cost overruns and a shortfall in savings required to balance the budgets. These factors point to the need for a solid financial position and earmarked resources set aside to underpin the risks involved.

- 1.12 The chancellor's Autumn Statement showed the continuing difficulties facing the UK economy. The recent confirmation of the 2015/16 grant settlement shows that the authority remains at the grant floor. However the population of the authority is expected to grow substantially and any additional costs arising will need to be met from savings.
- 1.13 Grant figures have yet to be announced beyond 2015/16 but the Autumn Statement announced that austerity would continue until at least 2018. The scale and pace of further funding cuts is dependent on the result on the General election in May 2015. As a rough estimate, the authority will need to deliver a further £40m worth of savings would be required by the end of that period.
- 1.14 Economic risk continues, manifesting itself primarily in low interest rates (which restrict the Council income from investments) and the possibility of low inflation. Indeed the UK economy is still recovering from recession and the public finances remain severely in deficit as a consequence of the cost of extra public borrowing to stimulate the banking sector and the impact on tax revenues of the recession. This has a number of potential effects for the Council;
- Lower than projected levels of inflation
 - Lower than expected business rates
 - A general reduction in debt recovery levels
 - Lower than planned investment income
 - Further reductions in Third Party Funding
 - Further reductions in grant income
 - Reductions in the level of income generated through fees and charges
 - Increase in fraud

All of these factors have been taken into account in setting the level of reserves for 2015/16 and the medium term.

Opportunity Costs

- 1.15 When a decision is made to set resources aside against risks, it is important to consider the opportunities that are foregone and to balance this against the risk. The allocation of resources to reserves temporarily denies the authority the opportunity to spend this money. It is therefore important that reserves are held at a level that takes account of risks and that the reserves strategy is neither reckless nor risk averse. However, the ability to set money aside in reserves allows the authority to plan with more certainty and thus to take more short term risks than it would do if, for example, it had no balances or reserves to fall back on. There is also a risk that if insufficient reserves are carried to ride out unforeseen circumstances, the Council may be forced into urgent action to deliver savings which is more likely to have an impact on front-line services and incur additional costs.

RESERVES AND BALANCES

Insurance Reserve

- 1.16 The Financial Outlook and Review identified continuing pressure on insurance costs to meet both higher numbers of claims payments and higher external insurance premiums. The Council self-insures a substantial proportion of its insurable risks and an external actuarial review of the level of internal insurance reserves is commissioned at regular intervals.
- 1.17 Contributions to the insurance reserve are made by all Directorates from their budgets based on their relative size, risk profile, and level of claims, representing the equivalent of a 'premium'.
- 1.18 The value of the Council's insurance reserve is projected to be £20.9m as at 31st March 2015. Following a review of the level of claims and existing potential liabilities, no further contributions of to the reserve are planned for 2015/16. The reserve will be reviewed again in 2016/17.

Improvement and Efficiency Reserves

- 1.19 The costs of implementing the Council's programme of efficiencies and improvements to deliver the substantial level of savings required will in itself be considerable. The Council has planned well and has established reserves to fund the necessary changes. Although the total cost, at this stage, cannot be determined with any certainty it is not anticipated that it will be more than £6m over the next three years.
- 1.20 Costs may include, for example;
- investment in new technologies; and
 - cost of buying the Council out of existing contracts with suppliers.
- 1.21 The level of the reserve will be kept under review but, at this stage, it is not anticipated that further contributions will be required over the remainder of the planning period.
- 1.22 In addition to the Improvement & Efficiency Reserve the Council retains a **Severance Reserve** projected to have a balance of £11m as at 31st March 2015.

Parking Control Account

- 1.23 The Parking Control Account (PCA) is ringfenced. The surplus can only be used for reinvestment within the service and for highways and transport initiatives. Tower Hamlets uses the surplus for a variety of measures relating to street works and transportation including to part fund the cost of the concessionary fares scheme which forms part of the Communities, Localities and Culture Directorate budget.

RESERVES AND BALANCES

Schools' Reserves

1.24 Schools' reserves represent unapplied revenue resources accumulated by schools with delegated spending authority. These totalled £34.7m at 31st March 2014. Schools' reserves are technically earmarked reserves of the Council but are controlled by schools and are not available to the Council for other purposes.

Capital Programme

1.25. The Council receives monies under agreements entered into under Section 106 of the Town and Country Planning Act 1990. These agreements specify the purposes to which the monies can be applied. Unapplied sums are held in reserve until such time as they are applied.

Other Corporate and Service Specific Earmarked Reserves

1.27 A number of earmarked reserves are held to meet specific service objectives or fund potential liabilities which do not qualify as provisions for accounting purposes. These are shown in the summary attached as Appendix 5.3. The principal ones provide for:-

- Balances of government grants which have been allocated for particular purposes but are being spent over more than one year.
- The carry-over of budgetary underspends from one financial year to the next.

Use of these reserves is subject to specific Cabinet approval. The nature of these reserves means they are not generally available to support the Council's medium term financial strategy.

Sensitivity Analysis

The assumptions built into the 2015/16 Budget and Medium Term Financial Plan all contain a measure of estimation, and where events differ from assumption, the risk falls to the Council's budget.

The following table shows how assumptions made in this budget process would affect the budget if they proved to be incorrect. This gives a guide to the financial implications of the risks shown in Appendix 5.2.

RESERVES AND BALANCES

Scenario	Estimated annual financial impact £'000
Committed growth in 2015/16 is 10% higher than forecast	1,100
10% of projected savings not delivered in 2015/16	2,800
Budget requirement overspent by 1%	3,000
For each £1m that the cost of implementation of improvement and efficiency programme exceeds expectation.	1,000
Care act funding	2,000
Better Care Fund non performance	1,000
Economic growth slows and/or business rates do not grow	5,000

Risks	Budget Exposure	2015/16 Onwards	
		Medium Risk	High Risk
	£m	£m	£m
General Economic Climate			
Inflation	300		
Debt recovery	250		
Tax base	170		
Interest rates	5		
Fees and charges	35		
Grant funding (exc. ring fenced grants)	120		
Fraud	n/a	7.5	17.6
Service Demand (inc. ring fenced grants)			
Children's Services	150		
Adult Services	100		
Demographics	100		
Welfare Reform	n/a		
Public Health transfer	30	8.7	16.7
Savings programme			
Slippage and non-achievement of savings	28		
Cost of implementation	50	3.8	6.2
Unidentified risks	n/a	3.0	5.0
Opportunities			
Public Health transfer	30	0.0	-1.0
Risk and contingency provisions		-3.0	-5.0
TOTAL RISK EVALUATION		20.0	39.5

Projected Movement in Reserves April 2014 to March 2018
Appendix 5.3

	31/03/2014	31/03/2015	31/03/2016	31/03/2017	31/03/2018
	£m	£m	£m	£m	£m
General Fund Reserve	65.0	66.6	58.2	51.5	42.0
Earmarked Reserves					
Corporate					
Improvement & Efficiency	12.4	10.5	5.7	5.4	5.1
Severance	11.0	11.0	4.0	0.0	0.0
Finance Systems	2.6	2.2	1.6	1.0	0.3
ICT Refresh	1.9	0.8	0.0	0.0	0.0
Olympics	0.7	0.0	0.0	0.0	0.0
Education Grant Reduction	2.1	2.1	2.1	2.1	2.1
Employment and other Corporate Initiatives	14.5	10.2	5.4	4.6	4.2
Other	3.5	0.4	0.1	0.0	0.0
Service Specific					
Homelessness	2.6	2.2	1.7	1.1	0.4
Parking Control	0.9	0.0	0.0	0.0	0.0
Development & Renewal other	3.2	2.7	2.1	1.7	1.6
Communities, Localities and Culture	1.2	0.9	0.3	0.2	0.2
Education, Social Care & Well Being (Childrens')	1.2	0.1	0.1	0.1	0.1
Education, Social Care & Well Being (Adults')	0.8	0.0	0.0	0.0	0.0
Chief Executive's and Resources	0.6	0.6	0.4	0.3	0.1
Revenue Reserves, Other					
Insurance	20.9	20.9	20.9	20.9	20.9
Schools	34.7	34.7	34.7	34.7	34.7
Early Intervention	2.3	2.3	2.3	2.3	2.3
Housing Revenue Account	18.1	18.1	18.1	18.1	18.1
Capital	24.8	18.4	6.7	6.0	5.7
Earmarked Reserves surplus to requirements	-	-	-	-	-
	225.0	204.7	164.4	150.0	137.8

Appendix 6

Schools

SCHOOLS BUDGET 2014/15 and 2015/16

INTRODUCTION

The text from this appendix is drawn from two reports which went to Schools Forum on 21st January 2015, amended to take account of their decisions.

Schools Forum agreed:

- 1) *The provision of £2.860m for pupil number growth contingency and the criteria for accessing it (Appendix 6.2).*
- 2) *For Primary Schools (primary SF representatives only) that each of the following services individually should be de-delegated from maintained schools budgets:*
 - *Contingency (other than pupil number growth)*
 - *Behaviour support services*
 - *Support to UPEG and bilingual learners*
 - *Free school meals eligibility*
 - *Licences/subscriptions*
 - *Staff costs supply cover (Appendix 6.2)*
- 3) *For Secondary Schools (secondary SF representatives only) that each of the following services individually should be de-delegated from maintained schools budgets:*
 - *Contingency (other than pupil number growth)*
 - *Behaviour support services*
 - *Support to UPEG and bilingual learners*
 - *Free school meals eligibility*
 - *Licences/subscriptions*
 - *Staff costs supply cover (Appendix 6.2)*
- 4) *The approach outlined for Early Years (Section 6)*
- 5) *The approach outlined for High Needs Pupils (Section 7)*
- 6) *The approach outlined for Central Provision (Section 8)*

Further decisions on the Schools Budget for 2015/16 will be taken at their next meeting on 4th March 2015.

Text from Schools Budget 2014/15 Budget Update Report to Schools Forum

1. SCHOOLS BUDGET 2014/15

- 1.1 Schools Forum at the previous meeting in December 2014 considered the latest position on the Schools Budget for 2014/15. The position has not moved since the last update.
- 1.2 **Table 1** sets out the current available funding for 2014/15.

Table 1: DfE 2014/15 DSG (January 2015)

Component (all figures £'000s)	Current Funding for Schools Budget 2014/15
1.0 ISB	245,190
1.0 ISB EFA	18,087
1.1 De-delegated items	2,174
1.2 High Needs	38,508
1.3 Early Years	32,242
1.4 Central Provision	6,403
Total Schools Budget	342,605
1.7.1 DSG	-298,542
1.7.2 DSG b/f	-7,392
1.7.3 EFA Grants	-18,087
1.7.4 Local Authority Contribution	-3,818
1.7.5 Academy Recoupment	-14,766
Total funding for Schools Budget	-342,605
Unallocated DSG	-2,549

- 1.3 **Table 2** includes the budget monitoring position for 2014/15, this identifies that there is expected to be an underspend of £3.177m arising mainly from projected underspends in early years and high needs pupils budgets. The forecast underspend has increased by £1.096m from the projected underspend of £2.081m reported to the forum in December, some more detail on the overall variance is provided below.

Table 2: 2014/5 Budget monitoring position

Component	Updated Schools Budget 2014/15 £'000	Forecast spend 2014/15 £'000	Forecast variance £'000
Individual Schools Budgets	263,277	263,277	
De-delegated items	2,174	2,174	
High Needs Budget	38,508	38,359	-149
Early Years Budget	32,242	29,214	-3,028
Central Provision	6,403	6,403	
Total	342,604	339,427	-3,177
Funded from			
DSG 2014/15	-298,542	-298,542	
DSG b/f 2013/14	-7,392	-7,392	
EFA Post 16 Grant	-18,087	-18,087	
Local Authority Contribution	-3,818	-3,818	

EFA Recoupment (for Academies)	-14,765	-14,765	
Total funding	-342,604	-342,604	
Net Forecast Position		-3,177	-3,177
Unallocated DSG 2014/15	2,549		
Potential c/f	5,726		

2. INDIVIDUAL SCHOOLS BUDGETS

2.1 The only changes here are the amalgamation of Holy Family and Our Lady's Schools to a new school known now as Our Lady and St Joseph from 1st September 2014. For 2014/15 this has no material impact overall as the Schools will combine their overall resources.

3. HIGH NEEDS

3.1 There is currently a forecast underspend of £0.149m within High Needs mainly due to Alternative Provision (AP). AP is demand led and the current demand and length of stay is lower than anticipated. It should be noted that the forecast underspend has been adjusted upwards from £0.075m in December, in previous years High Needs has proved to be a volatile area however current commitments still point towards a forecast underspend overall.

4. EARLY YEARS

4.1 The DSG block for Early Years will fluctuate during 2014/15, based on actual numbers of pupils on roll at termly censuses. Allocations for 2, 3 and 4 year olds will be made to individual settings (nursery schools, primary schools and private, voluntary and independent settings) on the basis of the numbers on roll in each termly census, too.

4.2 The forecast underspend in this area of £3.028m relates to the authority not yet being able to deliver its targets for 2 year old participation, the plans in 2014/15 reflect proposals to increase capacity, a target of 2,800 places was set initially and progress towards this will take some time. The forecast has moved significantly to that reported to this forum at the last meeting with an increase in the forecast underspend of £1.022m from £2.006m. This is as a result of reviewing the current participation levels against the time remaining to financial year end.

5. CENTRAL PROVISION

- 5.1 Central Provision includes those services that have been agreed by Schools Forum should be funded through DSG as Combined Services, as well as Admissions and Premature Retirement among others. It also includes the Pupil Growth fund which applies to all academies and maintained schools where planned / emergency expansions of admission numbers have been necessary. Most of this is usually committed after the October 2014 pupil census. The present forecast is that financial performance is on budget.

6. 2015/16 POSITION

- 6.1 The emerging 2014/15 position stated earlier in this report predicts an underspend of £3.177m in the allocated DSG budget, taking into account the unallocated brought forward sum of £2.549m reported to Schools Forum in June this means potential carry forward of £5.726m at the end of this financial year. The impact on this on the overall DSG budget in 2015/16 is analysed in greater detail elsewhere on this agenda.

Text taken from Schools Budget Outline 2015/16 Report

1. INTRODUCTION / SUMMARY

- 1.1. Schools Forum considered the outline position for 2015/16 at the last meeting. That report looked at the likely Schools Funding Settlement for 2015/16, which was announced on 17th December 2014 and the likely pressure, issues and constraints affecting expenditure plans for 2015/16. It was clear that there was unlikely to be much headroom for schools beyond the Minimum Funding Guarantee for 2015/16.
- 1.2. This report updates the financial position in light of the DfE's revenue funding announcement for schools in late December 2014. It also proposes how the Schools Budget might look for 2015/16, taking account of:
- **Individual Schools Budgets.** Final decisions on the submission of the Primary and Secondary core formula for 2015/16 (the Authority Proforma Tool – due back with DfE immediately after this meeting) and High Needs places (submitted to Education Funding Agency, but subject to their review);
 - **De-delegated Services.** Final decisions for 2015/16 on the issue of de-delegation for six services for primary and secondary sectors separately;
 - **Early Years.** Funding requirements for Early Years, both for 2015/16 and the growing expectations about expanding capacity for 2 year olds in the longer term;

- **High Needs.** Funding requirements for High Needs pupils (including top-ups for LBTH schools), which have been reassessed, pressures have emerged in this area;
- **Central Provision.** Funding requirements for Central Provision which have largely been contained within existing resources.

2. SCHOOLS BUDGET 2015/16 - summary

- 2.1. In December 2014 Schools Forum considered a high level view of the potential income and expenditure in the Schools Budget for 2015/16. This model has been refreshed in Table 1 below and **Appendix 1**

Table 1: Illustrative forecast of potential 2015/16 Schools Budget position

Future income	£'000	Future expenditure	£'000
Dedicated Schools Grant 2015/16	316,655	Individual Schools Budget	271,627
Add c/f forecast 2014/15	5,726	De-delegated services (subject to SF decision)	1,775
Education Funding Agency 2015/16 (unchanged)	18,087	High Needs	38,492
		Early Years	21,457
Local Authority Contribution	3,818	Early Years	3,818
		Central Provision	7,117
Basic forecast of 2015/16 Schools Budget income	344,286	Basic forecast of 2015/16 Schools Budget expenditure	344,286

- 2.2. The DfE are still to announce final figures for the High Needs Block. The Early Years Block changes term by term, based on actual pupil numbers. The Education Funding Agency Post 16 Grant has not yet been updated.
- 2.3. This suggests that, as expected, there is no headroom available for funding schools beyond the minimum funding guarantee. The next two sections of this report explain the details behind the income sources and then explain the assumptions behind the proposed expenditure plans.

3. SCHOOLS BUDGET 2015/16 – SOURCES OF INCOME

- 3.1. The DSG settlement on 17th December 2014 for the financial year 2015/16 is calculated in three blocks with some additions / deletions, the figures for 2015/16 for each block are set out below.

Table 2: Components of Dedicated Schools Grant 2015/16, compared to 2014/15

Block	2014/15	2015/16	Difference	Comment
Schools	244,332	250,689	6,357	NRA cash transfer £3.9m plus 388 additional pupils £2.48m
High Needs	43,327	43,744	417	Awarded our exceptional case for additional places.(AY 2015/16)
Early Years	20,977	22,169	1,192	EY pupil premium add £575k / additional 79 pupils = £617k
Additions / Reductions	6,874	53	-6,821	2 year funding removed actual to follow in year / NQT Funding
Total DSG	315,510	316,655	1,145	

- 3.2. **Schools Block DSG** This has been confirmed as cash flat per pupil settlement based upon the October 2014 census. The Minimum Funding Guarantee (MFG) is confirmed as minus 1.5% per pupil for 2015/16.
- 3.3. There are an additional 388 pupils at a rate of **£7,006.87**, compared to 2014/15 of £ 7,014.38. The reduction of £7.51 (per pupil) relates to the top slice the DfE has made for the Carbon Reduction Commitment Scheme as this is now paid by central government.
- 3.4. The above DSG figures will also be reduced for academy recoupment, currently estimated at £19.6m.
- 3.5. Non-recoupment academy (NRA) cash transfer will be subject to adjustment in March 2015 to reflect any number variations used in the Local Authority's January 2015 funding model.
- 3.6. **High Needs** This is confirmed as cash settlements based upon previous spend. There are still some issues to be resolved for High Needs, such as any changes in planned places , including adjustments for Post 16 SEN.
- 3.7. Final figures for this block are not expected until March 2015 and this is one of the reasons that Schools Forum is not being asked to sign off the whole Schools Budget at this meeting.
- 3.8. **Early Years** This Block is based on the prevailing in-year pupil count each term, so the allocation can only be illustrative. It is based on the guaranteed £7,803.99 per pupil for however many pupils there are in each term. The indicative figures used in the announcement are based on 2,767 pupils, consistent with the January 2014 pupil census, which was the latest available data held by the DfE.
- 3.9. The figure also includes the indicative early year's pupil premium as announced in October 2014.
- 3.10. The funding for disadvantaged two year olds is also part of the early years block however allocations are not included in the table above. The hourly

rates for 2 year olds were announced in October 2014 and initial allocations will be made in June 2015.

- 3.11. **Additions and reductions.** This element now only has 1 component as per the table below.

Table 3: Components of “Additions and Reductions” part of DSG 2015/16

Component	£m
Newly Qualified Teacher funding	+£0.053m
Total	£0.053m

- 3.12. **EFA Post 16 Grant.** - For planning purposes EFA Post 16 income and expenditure has been set at 2014/15 levels (£18.087m). Figures for Post 16 will become known in the coming weeks.

- 3.13. **Pupil Premium-** The pupil premium is to be continued in 2015/16.

- Primary pupils who are currently eligible for free school meals or have been eligible in the past 6 years (FSM ‘Ever 6’) will attract £1,320 and secondary FSM ‘Ever 6’ pupils will attract £935.
- Looked-after children and eligible pupils who have been adopted from care or leaving care under a special guardianship or residence order will attract a premium of £1,900.
- The service premium will be paid to schools at the rate of £300 per pupil.

- 3.14. As in previous years it is proposed that the DfE school by school figures (using January 2014 census data) will be used on the provisional allocation for each school and these allocations will be updated when the final allocation is received during the financial year (end of July 2015), Schools will be reminded that this is a budget allocation which requires prudent planning as changes will impact their budgets in 2015/16, following the release of the January 2015 census data for FSM Ever 6.

4. 2014/15 - PRIMARY AND SECONDARY CORE BUDGETS

- 4.1. Schools Forum endorsed the formula structure for primary and secondary core budgets (i.e. the Authority Proforma Tool or APT) that was submitted to the DfE in October 2014. Final decisions are now needed on the core budgets for primary and secondary schools.
- 4.2. As previously indicated, for most schools, budgets for 2015/16 will be settled at the Minimum Funding Guarantee level, (i.e. schools would receive their lump sum, their rates allocation and then all other funding would be protected at 98.5% of the per pupil equivalent for 2014/15). The current figures are reflective of these previous assumptions.
- 4.3. **Table 4** below provides an update on the figures provided in the provisional APT in October 2014. The DfE provided refreshed data, the result of this are some minor changes to the pupil numbers and £3.9m additional funding

being received for Non recoupment Academies (as they are now directly part of our formula), this amount will be adjusted after the January APT return. Estimated rates bills for 2015/16 were also recalculated, nonetheless the impact remains the same; that the Minimum Funding Guarantee prevails.

Table 4: Comparison of forecast requirement for core primary and secondary budgets with underlying funding available

Minimum Funding Guarantee	£231.955m
Rates (Estimated 14/15)	4.589m
Lump Sum	£8.700m
Funding requirement 2014/15	£245.244m
Explained by:	
School Budget Shares (Primary and Secondary) 2014/15	£239.144m
£3.90m cash inclusion of Non Recoupment Academies into the authority's allocation	£3.900m
Add increase in pupils	£2.200m
Total before de-delegation	£245.244m

- 4.4. On the basis of the assumptions made in this report the illustrative figures in **Table 1** above suggest that there is no headroom left in the budget at this stage, this is subject to final decision by Schools Forum in March 2015. In the event that additional money did materialise, as an example £0.5m being added to the APT for distribution through the formula, this would represent a 0.2% increase. However, the workings of the Minimum Funding Guarantee would distort how this money was allocated, indeed only 9 individual primary schools would receive any of this additional money and no secondaries would benefit at all.

Table 5: Summary of schools on MFG

	Primary	Secondary
MFG	45	15
CAPPED	9	0
NONE	16	2

- 4.5. In the circumstances, it is not proposed that the allocations for primary and secondary schools are any greater than the figures identified, arising from applying the Minimum Funding Guarantee.
- 4.6. Schools Forum is also required to approve the budget to be set aside for **pupil number growth**.
- 4.7. For 2014/15, £2.0m was set aside for pupil number growth, subject to the criteria agreed by Schools Forum in January 2014. So far during 2014/15, £2.36m has been committed of the total, over spend has been contained due to the amounts carried forward from last year.

- 4.8. For 2015/16, the circumstances of individual schools have been reassessed. The Local Authority is required to make provision to meet basic need during the early years as these new education establishments build up their pupil numbers. Taking account of the known expansions, including the changes at Bow Secondary School, St Pauls Way Primary and now also the free Schools / Academies, the requirement increases to **£2.86m** as per **Table 6**.

Table 6: Estimated requirement for Growth Fund 2015/16

Component	£m
Primary expansions 13 forms of entry	£1.190m
Secondary expansions 6.5 forms of entry	£0.710m
4 schools expanding by at least 2 fe	£0.160m
2 schools entitled to support for ICT / Facilities support pending reaching steady state	£0.408m
3 free / academy schools expanding	£0392m
Total	£2.860m

- 4.9. Officers assess that this is an appropriate sum to earmark for Pupil Growth during 2015/16, but it is for Schools Forum to determine what level to set. **Appendix 2** sets out the existing policy for allocating pupil growth contingency.

5. 2015/16 DE-DELEGATED SERVICES

- 5.1. Within the School Funding Regulations, there are a set of services which must be included in delegated budgets for Academies but which, subject to Schools Forum decision each year, could be de-delegated for maintained primary or secondary schools (separately). For 2015/16, Schools Forum decided that for each of the six candidate services would be de-delegated for both primary and secondary maintained schools.
- 5.2. **Table 7** below sets out the financial values associated with each of the services.
- 5.3. On 17th December 2014, the DfE announced that they have agreed to purchase a **single national licence** for additional licences previously funded through de-delegation from maintained schools. The DfE has therefore now agreed with the following agencies to purchase a single national licence managed by them for all state funded schools in England:
- Christian Copyright Licensing International (CCLI) (new for 15-16);
 - Copyright Licensing Agency (CLA);
 - Education Recording Agency (ERA);
 - Filmbank Distributions Ltd (for the PVSL);
 - Mechanical Copyright Protection Society (MCPS) (new for 15-16);
 - Motion Picture Licensing Company (MPLC);

- Newspaper Licensing Authority (NLA);
- Performing Rights Society (PRS) (new for 15-16);
- Phonographic Performance Limited (PPL) (new for 15-16); and
- Schools Printed Music Licence (SPML).

- 5.4. As these licences will now be managed centrally, additional funding will need to be held centrally in order to fund the cost of them. The DfE will send Local Authorities details of the charges in January 2015. However, they are indicating that the amount to be charged is likely to be around two thirds higher than in 2014/15 nationally, this is as a result of issues such as the inclusion of non-recoupment academies. It is not anticipated that the cost will increase by two thirds, but a prudent provision of £175,000 has been included within the draft budget at this stage.
- 5.5. The overall amounts recovered have generally reduced since 2013/14 because of the few additional academies which have been formed. The unit values have otherwise remained the same.

Table 7: Overall funding for the 6 candidate services for de-delegation 2015/16

De-delegation services		Primary	Secondary	Total
Pupil Numbers (excluding academies)		20,824	12,159	32,983
Values	Unit value	£'000	£'000	£'000
Contingencies (other than pupil number growth)	£14.93	311	182	492
Free School Meals Eligibility	£3.86	80	47	127
Licences/ subscriptions	£0.80	17	10	26
Staff costs supply cover	£9.70	202	118	320
Support to underperforming ethnic minority groups and bilingual learners	£15.82	329	192	522
Behaviour support services	£8.70	181	106	287
	£53.81	1,121	654	1,775

- 5.6. Only the relevant primary and secondary governor and head-teacher representatives on Schools Forum may decide whether the funding for these services remains delegated or de-delegated, on a sector by sector, service by service basis. **Appendix 3** includes the details of each service.

6. 2015/16 - EARLY YEARS

- 6.1. The Early Years block largely funds the Early Years Single Funding Formula (EYSFF) which allocates funding to early years providers, including nursery classes within maintained schools and academies, for the provision of the free entitlement for 3 and 4 year olds. The provisional allocation of funding is based on the January 2014 census and therefore includes no funding for increased take-up or demographic growth. The DSG settlement will be adjusted once the January 2015 early years census data has been verified.

- 6.2. From April 2015 the funding of 2 year-old places will move to a full participation model meaning that LAs will be funded on actual take up of places.
- 6.3. Initial allocations for funding for disadvantaged two year olds will be announced in June 2015 and based on numbers of eligible children participating in early education as recorded in the relevant January 2015 census. Allocations will eventually be adjusted using the same approach as that used for three and four year olds, again, final allocations will not be confirmed until June 2016.
- 6.4. In October 2014 the DfE published funding rates for the early education entitlement for 2 year olds and the rate for Tower Hamlets has been confirmed as **£6.07** per hour.
- 6.5. Schools Forum needs an overview of the issues affecting early years at its next meeting in order to agree budget plans in the context of the pressures, constraints and opportunities that face this service. For instance, budget decisions for early years for 2015/16 would take account of the following:
- Whether there was scope in the long-term to agree any increases in per pupil values for early years settings for 2015/16;
 - Whether the agreed capping on the number of full-time nursery places was working in ways that were envisaged originally;
 - The expected numbers of actual 2, 3 and 4 year olds that would be funded through early years funding in each term of 2015/16 and how that impacted on the termly adjustment to the DSG;
 - How, in the context of the Authority's Formula Grant (supporting the Council's main General Fund budget) being reduced, it would be possible for the Authority to continue to meet the costs of Local Authority Day Nurseries and some Early Years development costs, when the School Funding Regulations expect these costs normally to be met from the Schools Budget;
 - How funding for Private, Voluntary and Independent settings in the future could be set in such a way that these institutions did not need to rely on Early Years Mainstream Grants in the way they do now.
- 6.6. A paper needs to come to the next meeting of Schools Forum to explain these issues and propose a medium term plan for managing the growing expectations about early years within the expected available resources. In the meantime, the funding that has been earmarked in the proposed budget in **Table 2** earlier in this report is **£22.169m** and it represents the sum of:
- a) The Early Years Block in the DSG for 2015/16 (**£21.594m**);
 - b) The Early Years Pupil Premium, now a component of the DSG for 2015/16 (**£0.575m**).

7. HIGH NEEDS BUDGETS

- 7.1. The High Needs Block covers expenditure on provision for pupils and students with high needs from ages 5 to 25 and support services for pupils covering early years provision to FE college provision. The responsibility to fund provision for students in FE colleges and Independent Specialist Providers (ISPs) up to the age of 25 years is a new responsibility for local authorities and funding was transferred in to DSG for 2013/14 to support this, based on previous learner numbers. The high needs block also covers the cost of alternative provision and hospital education services.
- 7.2. The allocation of the high needs block is based on agreed planned place numbers and historical spend rather than on specific school census data. The final High Needs Block allocations will be notified in March. Tower Hamlets submission to the DfE in October 2014 for additional support through the high needs 'exceptional case process' to fund additional places was successful.
- 7.3. The final value of the High Needs Block will be confirmed in March 2015. Values will be adjusted for placements in non-maintained special schools (NMSS) and for final numbers of post-16 placements. Additional funding awarded following the 'exceptions' process is £0.223m for places and block top-up funding of £0.194m.
- 7.4. The funding requirements have to be based on the existing commitments for 2014/15 extrapolated for 2015/16, taking account of known leavers in the summer of 2015 and some provision for additional pupils during the year. The dynamics of these budgets can be volatile, so there has to be some prudence in assessing the requirements.
- 7.5. Submitted High Needs place numbers have not changed much between years, the overall change in places has seen an increase of 41 (from 857 to 898 in September 2015).
- 7.6. **Alternative Provision** (line 1.2.7 in **Appendix 1**). There are no significant changes to the structure of the budget, PRUs place led funding increases from £8k per place to £10k per place from September 2015 but the top up fees will be reduced to reflect this increase. **Table 2** shows the estimated High Needs Block budget. Detailed work is ongoing to calculate the commitments for 2015/16. Although we understand the services in more detail than previous years there are still high risk areas such as top-ups, independent schools, and FE and ISPs and therefore there is a need monitor this area very closely.

8. 2014/15 – CENTRAL PROVISION

- 8.1. There are only three changes to the Central Provision budgets, all of which have been referred to earlier in this report.
- 8.2. **Carbon Reduction Commitment.** This is no longer required to be met from the DSG locally as it has been top-sliced nationally.
- 8.3. **Pupil Growth** (line 1.4.10 Appendix 1) Schools Forum is invited to endorse the plans for £2.86m being set aside, as explained in the section above on the primary and secondary budgets.
- 8.4. **Exclusions Agreed by the Secretary of State** (line 1.4.12 Appendix 1) this relates to the schedule of nationally procured licences and subscriptions that the DfE has negotiated. The Authority will receive a bill for a range of these providers on the basis of a per pupil amount for all the pupils (maintained and academy) in the local area. So, this provision is set aside to meet that cost, in line with the figures notified by the DfE.

9. NEXT STEPS

- 9.1. The Department for Education required the final primary and secondary core formula to be submitted by 20th January 2014, but officers have agreed a dispensation with the DfE that Tower Hamlets submission can be despatched following Schools Forum
- 9.2. A paper specifically on the issues regarding delivery of Early Years Services through the Schools Budget needs to come back to Schools Forum in March 2015.
- 9.3. Commissioning budgets for specialist provision will continue to be refined by firming up estimates of likely numbers of pupils with such needs. This includes agreeing final place numbers with the Education Funding Agency. This is not going to affect the budget set aside at this stage but will assist in knowing how much is truly committed.
- 9.4. Schools Forum to consider all these issues in the in March 2015 and will be invited to agree the proposed Schools Budget for 2015/16 at that point.

Detailed Calculations of 2015/16 Schools Budget

Appendix 1

DSG heading	DSG sub-heading	Published S251 Schools Budget 2014-15	Provisional 2015-16 budget	Comments on Jan 15 proposed adjustments	Schools Forum Category for summary tables 3
1.0 ISB	1.0.1a Nursery	23,677	23,876	Further work needed here, and needs to be seen alongside 1.3.2 and 1.3.3. These adjustments bring the Early Years components to the level of the EY Block only, the allocation for 2 Year Olds will be reassessed in March. For March 2015 SF need to: a) Assess realistic number of 2, 3 and 4 year olds in each setting; b) Impact of 60/40 Full-time / Part-time pupils policy; c) Calculate allocation for 2 Year Olds; and d) Recognise that the current activity funded from the General Fund (EY Development and LA Day Nurseries) ought to be funded from DSG, consistent with the regulations and in a manner that rationalises the policy arrangements for EY provision.	1.3 Early Years
1.0 ISB	1.0.1a Primary	133,585	137,690	Reflects final proposed APT submission, plus submitted place numbers for Specialist Resourced Provision (107)	1.0 ISB
1.0 ISB	1.0.1b Secondary	123,410	127,017	Reflects final proposed APT submission, plus submitted place numbers for Specialist Resourced Provision (35) and the 2014/15 (ie not updated yet) EFA Grant for Post 16	1.0 ISB
1.0 ISB	1.0.1c PRU	1,600	2,000	Increase in place funding for AP's, submitted places for PRU remains 200 @ now £10,000 each.	1.0 ISB
1.0 ISB	1.0.1c Special Schools	4,683	4,920	Reflects updated place numbers submitted to EFA in December 2014 (ie now 492 @ £10,000)	1.0 ISB
1.0 ISB	1.0.1g Pupil Premium			Nil net budget, as all funded by grant	1.0 ISB
1.1 De-delegated items	1.1.1 Contingencies	782	492	Updated to reflect final APT submission, pending final decisions by Schools Forum on de-delegation at Jan 15 meeting.	1.1 De-delegated items
1.1 De-delegated items	1.1.2 Behaviour	284	287	Updated to reflect final APT submission, pending final decisions by Schools Forum on de-delegation at Jan 15 meeting.	1.1 De-delegated items
1.1 De-delegated items	1.1.3 UPEG and bilingual	517	522	Updated to reflect final APT submission, pending final decisions by Schools Forum on de-delegation at Jan 15 meeting.	1.1 De-delegated items
1.1 De-delegated items	1.1.4 FSM Eligibility	126	127	Updated to reflect final APT submission, pending final decisions by Schools Forum on de-delegation at Jan 15 meeting.	1.1 De-delegated items
1.1 De-delegated items	1.1.7 Licences and Subs	72	26	Updated to reflect final APT submission, pending final decisions by Schools Forum on de-delegation at Jan 15 meeting.	1.1 De-delegated items

1.1 De-delegated items	1.1.8 Staff costs	393	320	Updated to reflect final APT submission, pending final decisions by Schools Forum on de-delegation at Jan 15 meeting.	1.1 De-delegated items
1.2 High Needs	1.2.1 Top-up funding - maintained	23,031	23,331	Based on reassessment of mainstream top-ups for LBTH pupils, LBTH special school top-ups and out-borough special school top-ups.	1.2 High Needs
1.2 High Needs	1.2.2 Academies, Free Schools and colleges	1,420	1,620	Reflects the increase in academy/ free schs numbers principally; the entitlement for academies/ free schs is no different than for maintained schools for High Needs.	1.2 High Needs
1.2 High Needs	1.2.3 Independent providers and NMSS	6,250	5,870	After reassessment of independent special schools and other commitments	1.2 High Needs
1.2 High Needs	1.2.4 Additional High Needs for maintained schools and academies			Assesment rquired for Mar 2015 on free and academies High needs	1.2 High Needs
1.2 High Needs	1.2.5 SEN Support Services	4,399	4,399	Includes £0.637m for outreach and £60k for inreach in special schools to be reassessed	1.2 High Needs
1.2 High Needs	1.2.6 Hospital Education	460	460	No change because submitted places for Hospital Tuition is 40 @ £11,500.	1.2 High Needs
1.2 High Needs	1.2.7 Other AP provision	2,868	2,623	Reflects the numbers of PRU pupils requiring individual support plus further City Gateway placements costs .	1.2 High Needs
1.2 High Needs	1.2.8 Support for Inclusion	48	50	No change	1.2 High Needs
1.2 High Needs	1.2.9 Special Schools and PRUs in financial difficulty		100	Further work needed to ensure AP's have financial stability Mar 2015	1.2 High Needs
1.2 High Needs	1.2.10 PFI and BSF costs at special schools	32	39	Updated to reflect actual indexation for 2015/16 PFI subsidy.	1.2 High Needs
1.2 High Needs	1.2.11 Direct Payments (SEN and Disability)			No change	1.2 High Needs
1.2 High Needs	1.2.12 Carbon Reduction Commitment (PRUs)			No change	1.2 High Needs
1.3 Early Years	1.3.1 Central Expenditure on Under 5	8,565	1,399	See comment in 1.0 above. Further work needed for the 2 years old allocoation and allocation of 3 and 4 year old Pupil permium	1.3 Early Years
1.4 Central Provision	1.4.1 Combined budgets	1,690	1,690	No change	1.4 Central Provision
1.4 Central Provision	1.4.2 Admissions	729	729		1.4 Central Provision
1.4 Central Provision	1.4.3 Schools Forum	30	30	No change	1.4 Central Provision
1.4 Central Provision	1.4.4 Termination costs	1,117	1,117	Updated to reflect schedule of anticipated costs referred to in the main report.	1.4 Central Provision
1.4 Central Provision	1.4.5 Falling Rolls Fund			No change	1.4 Central Provision
1.4 Central Provision	1.4.6 Capital Expenditure from Revenue (CERA)			No change	1.4 Central Provision
1.4 Central Provision	1.4.7 Prudential Borrowing Costs			No change	1.4 Central Provision
1.4 Central Provision	1.4.8 Fees to ISS (Not SEN)	510	510	No change	1.4 Central Provision
1.4 Central Provision				No change	1.4 Central Provision

1.4 Central Provision	1.4.10 Pupil growth/ Infant class sizes	2,218	2,866	Calculation to be done for Jan 15 Schools Forum, based on known planned expansions and current policy. SF will need to approve this budget specifically.	1.4 Central Provision
1.4 Central Provision					1.4 Central Provision
1.4 Central Provision	1.4.12 Exceptions agreed by Secretary of State	110	175	Increase to reflect the larger number of individual licences and subscriptions that have been negotiated by the DfE for 2015/16.	1.4 Central Provision
1.4 Central Provision	1.4.13 Other items				1.4 Central Provision
1.7 Funding Source	1.7.1 DSG	-298,542	-297,053	To match expenditure plans	1.7.1 DSG
1.7 Funding Source	1.7.2 DSG b/f	-7,392	-5,726	To reflect current c/f position	1.7.2 DSG b/f
1.7 Funding Source	1.7.3 EFA Grants	-18,087	-18,087	2014-15 figure to be updated in Mar 2015.	1.7.3 EFA Grants
1.7 Funding Source	1.7.4 Local Authority Contribution	-3,818	-3,818	To contribute to net changes in Early Years activities	1.7.4 Local Authority Contri
1.7 Funding Source	1.7.5 Academy Recoupment	-14,766	-19,602	Updated to reflect the final proposed APT submission.	1.7.5 Academy Recoupmen
SCHOOLS BUDGET TOTAL					

	2014-15	2015-16
Schools Forum Summary		
1.0 ISB	263,278	271,627
1.1 De-delegated items	2,174	1,774
1.2 High Needs	38,508	38,492
1.3 Early Years	32,242	25,275
1.4 Central Provision	6,403	7,117
Total Schools Budget	342,604	344,285
1.7.1 DSG	-298,542	-297,053
1.7.2 DSG b/f	-7,392	-5,726
1.7.3 EFA Grants	-18,087	-18,087
1.7.4 Local Authority Contribution	-3,818	-3,818
1.7.5 Academy Recoupment	-14,766	-19,602
Total funding for Schools Budget	-342,604	-344,286

Appendix 2

Criteria for Schools Accessing Pupil Growth Contingency

The criteria that will be used and applied to allocate funding to schools under Tower Hamlets Council, Children, Schools & Families, Adults, Health & Wellbeing Growth Policy.

In particular funding will be allocated on four criteria.

a) Where there are planned permanent expansions (i.e. the school's admission number and the building capacity has been permanently increased specifically to meet additional pupil number growth) the contingency fund will meet the cost of any additional pupils on the October or January census date, compared to the previous admission number for that year group. For instance, a school that already started to move from 2 forms of entry (60 places) to 3 forms of entry (90 places), may have actual pupil numbers in Year 2 of 85, in the first year that the expansion affects Year 2. If there were 85 pupils on the October census, the school would get $((85-60) \times \text{AWPU} \times 7/12)$ or $3/12$ for a January start. A minimum of 20 pupils per class (or 10 for $\frac{1}{2}$ a form of entry) is calculated to ensure both staffing and teaching resources are covered for this provision i.e. if a class of 30 pupils has only 19 pupils at the October or January census date would be entitled to $20 \times 7/12$ ths or $3/12$ ths \times AWPU rate. These arrangements apply for only the first year that any new admission places for a year-group are offered.

b) Where there is only a temporary one-off expansion in a single year group (bulge class), the maintained school or Academy will receive an extra £200 per pupil towards the cost of additional resources over and above the AWPU. These arrangements applies for only the year of opening of the class.

c) Where the planned expansion of the maintained school or Academy is by at least 2 forms of entry, the Local Authority will provide additional Leadership and Management funding worth £40,000 per year over the first three financial years in recognition of the increase in management costs associated with significant expansion. (year 1 of this funding is the school year before opening if that is agreed by school and LA – i.e. to reflect the planning ahead requirement for the change)

d) Permanent expansions are generally implemented over time by admitting the additional pupils at Reception or Year 7 only until the additional capacity fills. Where a school has specific facilities management or ICT contract arrangements which provide services as though an expanding school were full, the contingency fund will provide proportionate support for individual schools on the basis of the year groups which are operating below full capacity. For instance, a four form of entry school offering 5 year groups is expanding to a five form of entry school. Before the expansion, there were 600 places available in total and, after the expansion there will be 750 places in total. In the first year after the expansion, however, there will be $(150 \times 4 + 30) = 630$ places with 120 unfilled places. The contingency fund would pay for $120/750$ ths of the annual cost of those contracts.

APPENDIX 3

De-delegation- business cases for schools forum

At budget setting time each year, Schools Forum will be asked to approve the de-delegation of funding for centrally provided support in the following areas.

1. School Specific Contingency
2. Free School Meal Eligibility Assessment
3. Licences and Subscriptions
4. Staff Supply Costs
5. Ethnic Minority Attainment
6. Behaviour Support

De-delegation will be based on a per pupil formula which is considered to be a fair way of accounting for the size of the school and its budget. On this basis, for each item we have provided figures on the overall expenditure and the per pupil rate.

These figures are **PROVISIONAL**, based on the number of maintained schools currently and the prevailing rates for 2014/15. **Final figures will be presented to Schools Forum in January 2015 for a final decision** on each of the six services by primary school representatives and secondary school representatives on whether de-delegation should apply for 2015/16.

1. Schools Specific Contingency
--

£3.347m in total of which:

- Amount requested: £487k expected to be sought as de-delegation and
- £2.860m provisionally expected to be automatically retained by the Local Authority for in-year pupil growth, but officers are reassessing this for Schools Forum in January 2015.
- These figures need to be assessed nearer the start of 2015/16 financial year to take account of the particular circumstances envisaged for that year.

Per pupil amount: **£14.93**

The table below shows what is funded by this money

Item	Amount (£k)
<p>Schools Block Contingencies' Include:</p> <p>i. Exceptional unforeseen costs which it would be unreasonable to expect governing bodies to meet;</p> <p>ii. Schools in financial difficulty; and,</p> <p>iii. Additional costs relating to new, reorganised or closing schools.</p>	487

What is provided?

The contingency fund provides for unforeseen expenses in schools during the year. This can include, for example, significant unforeseen and urgent maintenance expenditure (eg asbestos removal; roof repair) and litigation including compensation claims. The contingency also allows funding for significant pupil growth with in the year, but that element will be automatically retained, without de-delegation.

Why de-delegate

There are a range of possible scenarios that can give rise to unforeseen costs in schools. Without a central fund, individual schools facing an unforeseen significant cost may find themselves unable to operate within their delegated budgets. Individual schools may not by themselves be able to build up sufficient contingency to cover this.

2. Free school meals eligibility assessment
--

Amount requested: £126k

Per pupil rate: **£3.86**

The table below shows what is funded by this money:

Item	Amount (£k)
SLA with the Council's Housing Benefit Service	£126

What does the service provide?

The service assesses pupils' eligibility for free school meals, either as part of the Housing and Council Tax Benefit claim process or on referral from schools/ other agencies. The service notifies individual schools on a regular basis of their pupils' eligibility. The service also conducts take up campaigns on behalf of schools.

Why de-delegate?

Providing this service centrally, as part of a service that specialises in assessing benefit entitlement, means that efficiencies can be gained by direct access to DWP information about claimants' entitlement. In addition, the process is integrated with housing and council tax benefit claims, reducing the burden for claimants. Administration at individual school level would be burdensome as entitlement checking would have to be done manually (by paper copies of claimants' entitlement.) Resources can also be used to run effective campaigns resulting in increased take up.

3. Licences and Subscriptions

Amount requested: £26k

Per pupil rate: **£0.80**

The table below shows how this funding is used:

Item	Amount (£k)
ALPS (data analysis tool for secondary attainment) CLEAPS – To cover schools from nursery to sixth form – Health & Safety and curriculum support. British Pathé – provides schools with access to archive material which the British Pathé owns including footage of major 20th century events.	26

What does the service provide?

A number of licenses/ subscriptions are purchased centrally on behalf of schools as set out in the table above.

The DfE have negotiated a national agreement for the following Licences:

- Christian Copyright Licensing International (CCLI) (new for 15-16);
- Copyright Licensing Agency (CLA);
- Education Recording Agency (ERA);
- Filmbank Distributions Ltd (for the PVSL);
- Mechanical Copyright Protection Society (MCPS) (new for 15-16);
- Motion Picture Licensing Company (MPLC);
- Newspaper Licensing Authority (NLA);
- Performing Rights Society (PRS) (new for 15-16);
- Phonographic Performance Limited (PPL) (new for 15-16); and
- Schools Printed Music Licence (SPML).

This means that the authority will be able to hold funding for all maintained schools and academies and pay the DfE for that service. So, schools will no longer be required to maintain individual licenses and, £175k has been deducted from the overall total to arrive at the figures above.

Why de-delegate

Purchasing and managing licenses and subscriptions centrally offers significant efficiency benefits from the Council administering the licenses centrally and discounts if buying on behalf of all schools. This also ensures that schools meet all legal requirements, particularly in relation to the use of recorded media as part of their curriculum.

4. Staff Supply cover

Amount requested: £317k

Per pupil rate: **£9.70**

The table below shows what is funded by this money:

Item	Amount (£k)
Backfill cover for Trade Union (TU) facilities time	187
Cost of non-teaching trades union facilities time	81
Salary protections	8
Supply cover for staff suspended due to police investigations	41
Total	317

What does the service provide?

The TU Facilities Agreement ensures that representatives are available to enable Schools to participate in collective bargaining and consultation processes. TU Reps also accompany staff to formal meetings in accordance with an employee's statutory right which enables Schools to progress formal actions under HR Procedures.

The salary protections budget is a small budget to cover the costs of historic agreements to protect the salaries of some staff.

The rest of the budget is to cover schools for the cost of supply cover in the event that a member of staff is suspended pending police investigations.

Why de-delegate?

Holding these budgets centrally enables schools to share the costs of supply cover to support the Tu facilities time agreement, and ensures that individual schools who employ shop stewards are not disadvantaged. Maintaining budgets for supply cover and salary protections for other circumstances ensures that individual schools are protected against the risk of unforeseen costs in these areas that may arise during the year.

5. Ethnic Minority Attainment

Amount requested: £517k

Per pupil rate: **£15.82**

The table below shows how this funding is used.

Item	Amount (£k)
Staffing (school improvement team) 1.2 staffing specialist support yr 7-11 ; transition work yr 5-7 ; 3 staff post 16 1 administrator , NQTs and Home education	241
Provision of specific interventions (eg one to one tuition, WUK projects, post 16 interventions , international links- see below)	159
Overheads (office premises, support services etc)	117
Total	517

What does the service provide?

The school improvement team provides support for schools across phases in providing effective learning for pupils from ethnic minorities and/ or with English as an additional language. This includes specialist expertise in relation to meeting the needs of specific ethnic groups (eg traveller communities, White British, Bangladeshi, Somali.) The support provided includes diagnosing the individual learning needs of pupils from under achieving groups and working with teachers in schools to put in place effective intervention strategies. The service also provides a specialist advice service to schools for working with particular ethnic minorities. Direct interventions are also supported for some pupils with particularly high need, for example, one to one literacy tuition, Academic English. Support for literacy in the context of the examinations reforms 2015-19.

Why de-delegate?

De-delegation of funding to support a central service gives all schools access to this support and helps them to manage fluctuations and demands of cohorts from year to year. It would be challenging for individual schools to themselves provide this specialist expertise given the changing cohorts of pupils, and without central support schools would need to commission more expensive external consultancy. Such support also brings together expertise from across the schools to share expertise and experience in the field. This support has proven effective as there has been considerable uplift in English and mathematics outcomes, particularly in the last three years (now above national averages). Without the focus on raising attainment particularly in English and mathematics there is detrimental effect to other subjects. The subsequent rise in English and mathematics results has also increased the gold standard 5A*-C with English and mathematics measure which is also above the national average. Tower Hamlets has the highest proportion of ethnic minority students in the country combined with the highest demand for FSM. It is a volatile, ever changing community where literacy and numeracy requires constant attention. There is always fragility in inner city schools with staff change-over and changing cohorts. Sustained, evolving support can only benefit the whole education community.

6. Behaviour Support

Amount requested: £287k

Per pupil rate: **£8.70**

The table below shows what is funded by this money:

Item	Amount (£k)
*Staffing (Behaviour Support Team) 2fte for specialist teaching staff	125K
*0.5 Bilingual Community Development Officer for specialist parenting support	23.5K
*0.4fte Teenage Pregnancy Support + resources	25K + 2K resources
*0.5fte Anti-Bullying Officer (including overheads)+ Stonewall fee and resources	33K +£1.5 Stonewall fee
*SIP commissioned Intensive High Risk Family Interventions to promote engagement in education and prevent escalation to Tier 3 - SLA with Family Intervention Programme	60K
Budget Holding Lead Professional resources allocated by SIP	17K
Total	287K

What does the service provide?

Although this comes under the broad heading of de-delegated “Behaviour Support”, in Tower Hamlets this relates to work with a wide range of vulnerable pupils overseen by the Social Inclusion Panel (SIP) and/or supported through the Behaviour Support Team.

The SIP supports schools with multi-agency interventions, advice and resources for the most vulnerable children and families at top of Tier 2 to prevent the need for statutory interventions at Tier 3. It tackles a range of multi-agency concerns: cases at risk of chronic non-attendance, bullying, crime, exclusion, DV, drugs, intergenerational unemployment, poor parenting, teenage pregnancy, and health (including mental health) problems. More recently it has overseen and allocated resources for case work with Prevent cases (preventing violent extremism and the risk of radicalisation).

What does the De-delegated funding cover?

(Further details of each of these activities and current outcomes can be found at the end of this paper.)

A) 2fte behaviour support teacher posts (£125K)

Interventions are focussed on:

Individual case work with high risk cases

Targeted work with schools where behaviour or exclusions or Prevent issues have been identified as a concern either locally or by Ofsted.

Work with non-statemented BESD pupils includes:

- Targeted advice / PSPs for children at immediate risk of permanent exclusion and work with complex cases to prevent escalation to Tier 3 interventions.
- Behaviour Assessments in Primary schools.
- Casework with complex admissions cases under the FAP
- Support for Tier 2 Prevent case work as there is no other funding for this work (*Curriculum development work is being funded separately by the Home Office*)

NB – without this resource the only behaviour support work with pupils on offer would be for those with a statutory EHCP (statement of SEN).

Work with schools on behaviour, exclusions and Prevent includes:

- Systemic work with schools where local data or national inspections have identified behaviour may be a cause for concern including:
 - Policy work, auditing and review (data and operational practice)
 - School based professional development through training and coaching support in schools where there are concerns,
 - Targeted class/ year group/ department work to improve Behaviour for Learning
- Preparation and support for Ofsted for schools with behaviour / exclusion / Prevent as an identified concern.
- Annual exclusion reports and analysis for schools.

B) A Range of Work with Other Vulnerable Groups:

- 0.5fte Bilingual Community Development Worker / Parenting Advisor to provide specialist parenting groups for those whose needs cannot be met within normal parenting classes and to provide outreach work with those most hard to engage or struggling to put lessons into practice with challenging children (£23.5K)
- 0.4fte post and resources to work with Teenage Parents. This includes case work / tuition up to the age of 16 and transition support at 16+; training and policy development advice. (£25K + £2K resources). *Note: In 2014/15 this was supplemented by an additional £25K from Early Years so we were able to employ a teacher 0.8fte but this will cease in 2015/16. In view of this 50% reduction we are reviewing the remaining resources during the Spring 2015 to ensure the most cost effective means of providing this support into the future..*
- 0.5fte Anti Bullying Advisor and resources to promote anti-bullying, including cyber bullying. This includes individual case work in situations where pupils are refusing to attend school or independent facilitation is required; training and policy development advice and a fee paid on behalf of schools for Stonewall membership which provides materials and resources to tackle homophobic bullying. (£33K + £1.5K annual Stonewall fee)
- The cost of an SLA with the Family Intervention Programme (FIP) for 1fte post to work intensively with high risk families to break intergenerational cycles of poor behaviour and disaffection, promote engagement in education and prevent escalation to Tier 3. This FIP intervention is available at Tier 2 and is accessed through SIP in respect of the most vulnerable families. (£60K). *Note: A second post is funded through the High Needs Budget.*
- Budget Holding Lead Professional resources to enable SIP to fund innovative solutions to intractable problems where no other budget exists. This includes emergency transport or guiding support for those otherwise unable to get to school and equipment costs where no other budget exists. (£14K)

A share of the management, administrative and overhead costs incurred in service delivery is subsumed in all the staffing / SLA costs.

Why de-delegate?

Most funds for behaviour support work have already been delegated to schools so they can buy in behaviour expertise externally, as and when required. However, the funds above are targeted at the most critical cases referred to SIP, on the cusp of permanent exclusion or other Tier 3 interventions such as YOT or Social Care. SIP also oversees support for other vulnerable groups such as children with parents with health and mental health problems, drug and alcohol abuse issues, teenage parents, intergenerational unemployment, children subject to bullying or at risk from radicalisation or extremism (the Prevent agenda). Such cases can be unpredictable and very costly: providing this support centrally means that the most critical behaviour issues can be managed swiftly as they arise and without the additional costs falling on individual schools.

It also enables prompt deployment of support where Ofsted and/or schools themselves identify a cause for concern regarding behaviour or safeguarding (including Prevent) which requires systemic advice and in-depth training and guidance. Consolidating this support in a central resource means that expertise is developed and retained in an expert team and can provide strategic support to schools and the Behaviour and Attendance Partnership, the Fair Access Protocol, the Social Inclusion Panel and Channel (the Prevent casework element of SIP) as well as to the Local Authority.

Note re: Academies and Free Schools

Academies cannot participate in the de-delegation of Behaviour Support as outlined above because their funds do not come via the LA. However, a specific SLA has been established to enable them to continue to access these services and participate in these arrangements. In 2014/15 all the Academies chose to buy back into this provision, seeing it both as an “insurance scheme” and part of their wish to maintain collegiate relationships with other schools in the LA.

Further information on the Behaviour Support Team -2 fte Early Intervention posts Jan – Dec 14

These 2 posts funded by the de-delegated budget are focused on providing early intervention, advice and support to schools and families to ensure emerging needs are met, risk of exclusion is reduced and capacity to meet needs within schools is increased.

Interventions are focussed on:

- a) individual case work allocated through SIP, FAP, Primary Behaviour Assessments, and PSPs for those at risk of exclusion in Secondary schools. *Note: this now includes Tier 2 casework under the Prevent agenda as there is no other funding for this individual casework.*
- b) Targeted work with schools where behaviour or exclusions or Prevent issues have been identified as a concern either locally or by Ofsted.

Outcomes include the falling level of exclusions in the borough. These were at their lowest ever recorded in primary schools in 2013/14. Secondary schools also have a rate of exclusion well below national levels.

Behaviour is rated good or better in nearly all schools in the borough.

The following activities fall under this category of work:

<p>Short term consultation/advice to school on individuals</p> <p><i>Telephone/email/single visit</i></p>	<p>Provided to 60+ practitioners</p>	<p>Advice and strategies given on supporting individual need</p>
<p>Advice/training on whole school strategy and policy</p> <ul style="list-style-type: none"> • Policy review • Whole school/group training • Whole school Behaviour/Inclusion reviews • Department reviews 	<p>Provided to</p> <p>10 individual schools:</p> <ul style="list-style-type: none"> • 2 nurseries, • 5 primary, • 3 secondary schools 	<p>Schools supported to improve consistency of practice re promoting positive behaviour for learning practices within a school setting</p>

<p>Training:</p> <p>Bespoke training sessions on a range of topics from social skills to improving positive behaviour and promoting inclusion, as well as Prevent (WRAP) INSET</p>	<p>Delivered in 15 schools:</p> <ul style="list-style-type: none"> • 6 secondaries • 8 primaries • 1 nursery <p>School based and central training on Prevent (WRAP) is also being delivered .</p>	<p>Schools provided with training to suit identified development needs of staff</p> <p>Schools more aware of the Prevent agenda and referral processes and their links to safeguarding.</p>
<p>Behaviour Assessments:</p> <p>Specialist assessment of individual children to identify needs and provide strategies to meet these</p>	<ul style="list-style-type: none"> • 30 assessments completed (averages 10 contacts per case) 	<p>Schools/families provided with in-depth assessment and strategies to improve behaviour and reduce risk of exclusion</p>
<p>Class /Group intervention</p>	<ul style="list-style-type: none"> • 17 referrals received • (averages 5-8 contacts per intervention) 	<p>Referral made by individual schools to provide support for individual teachers/classes/small groups of pupils to improve capacity to manage needs, improve social skills or address particular issues</p>
<p>Pastoral Support Plans:</p> <p>Advice and guidance provided in implementing PSPs to reduce risk of exclusion</p>	<p>Pupils identified through exclusion data analysis and school referral</p> <ul style="list-style-type: none"> • 8 cases (averages 5-8 contacts per case) 	<p>Training and support for process and guidance for individual cases received by schools</p>
<p>Ongoing co-ordination of FAP/SIP cases:</p> <p>Complex cases with multi-agency support plans that needs co-ordinating during change</p>	<p>May require:</p> <ul style="list-style-type: none"> ➤ Home visits ➤ CAF completion or review ➤ TAC co-ordination/Lead 	<p>Individual pupils and families supported through TAC process until identified actions completed or new placement secure</p>

of placements /integration/re-integration	<p>Practitioner</p> <ul style="list-style-type: none"> ➤ Support/advice to families ➤ Liaison with out-of-borough agencies/schools • 15 cases (involvement averages 10-15 contacts per case) 	
Early intervention support for complex cases identified at point of entry to LBTH or transfer of school	<ul style="list-style-type: none"> ➤ Home visits ➤ CAF completion or review ➤ TAC co-ordination/Lead Practitioner ➤ Support/advice to families ➤ Liaison with out-of-borough agencies/schools • 40 cases (involvement averages 8-10 contacts per case) 	<p>Support for transition to reduce risks of failed place/exclusion. Identification of potential safeguarding risks</p> <p>Parental support needs identified</p> <p>Schools provided with advice/guidance and planning support.</p>
Total Individual early intervention Jan-Dec 14	110 across range of individual work	
Total consultation, training and support Jan – Dec 14	42 referrals for targeted support to schools plus central training on Prevent (WRAP)	
<u>Additional work for 2015</u> - Case work on Prevent referrals	This is a new area of work to which the BST posts will be contributing (there is no additional funding for this casework).	TAC plans in place to reduce risk and address concerns about radicalisation.

Further information on the Bilingual Community Development Officer - Parenting Advisor

(Note: Half of this post is funded through “de-delegated behaviour support” and half through the high needs budget)

Summary of activities and work to support vulnerable children since Jan 2014

The Bilingual Community Development Officer / Parenting Advisor provides a range of specialist parenting support for high risk groups, working with parents and families through the Parental Engagement central referral pathway (for Social Care, Health, Youth Offending Team, schools - including the Pupil Referral Unit, solicitors, CAHMS, Attendance and Welfare and self-referrals etc), also specialist teachers within the Behaviour Support Team, the Social Inclusion Panel, Family Intervention Project and the Norman Grove Outreach Team.

The Parenting Advisor has provided outreach and home based support/intervention for families that are hard to engage / have complex needs and those where there are Prevent concerns. He provides parenting information and advice, supports the CAF process, contributes to TAC and TAF meeting and CIN and CP processes.

The work has included:

- A case load of 35 families, approximately 40 home visits (providing advice, support and signposting)
- Delivery of 7 Bengali speaking SFSC programmes in partnership with the Parental Engagement Team, Community and Faith Organisations (programmes lasting 13 weeks each)
- 88 parents / carers, from 64 families completing the SFSC programme benefiting a total of 250 children
- Introduction of Prevent elements to the SFSC curriculum
- Specialist one to one intervention with families where there were Prevent concerns

Positive outcomes include 52 parents / carers moving from in-the-home support to regularly attend and complete a parenting programme, improved behaviour of children and young people, improved school attendance, increased parent confidence in their parenting skills, increased access to children, reduced family isolation and positive outcomes within the legal process (e.g. Court Orders and Penalties)

Further information on the Teenage Parent Advisor Post 2013/14

This teacher post was initially for 2 days a week (funded through “De-delegated Behaviour Support) but from March 2014-March 2015 the post has been funded for 0.8 FTE, as a job share, using additional funding from Early Years: this enabled the provision of extra individual tuition for these pupils.

Note: the additional Early Years funding will cease in April 2015 and we are reviewing the deployment of the remaining de-delegated resources (£27K) to ensure best value in their use in 2015/16 as some of the activities described below will no longer be possible.

Education provision

There were seven year 11 pupils (pre 16) and two year 12 pupils (post 16). Young Parent Advisors have been lead professionals for six of these pupils and have completed or contributed to CAFs, TAC meetings and CAF reviews or to statutory plans (e.g. for Looked After Children.). They have supported schools and families in making plans for all the pupils to support their attendance and to ensure there is an education plan during the pregnancy, maternity leave and return to education. The plans are reviewed through CAF reviews, or PEPs or LAC reviews. Young Parent Advisors also attend and advise at CP case conferences and pre-birth planning meetings. During the maternity period individual tuition of 3 sessions of 2.5 hours a week has been provided. Most of the pupils take up to one term off school after the birth. 50% of the pupils have historically had a poor attendance record even before birth and need careful support and monitoring for when they return to school. Partnership between all agencies ensures good practice is followed, which ensures positive outcomes.

A 12 week support group was planned for Young Teenage Parents in partnership with staff at Chrisp St Children’s Centre. This was to offer extra support around their social, emotional and parenting needs and to be offered as part of their curriculum in the school day. Six of the nine cases are now in college and so there were insufficient numbers to make the group viable. The time is now being used to offer one to one tuition to those re-taking GCSE Maths and English. Borough Guidance for schools is also being developed which will offer advice and best practice examples of work. This will be ready by March 15.

Educational outcomes

Of the pupils supported, one of the year 11 pupils achieved 5 x A-Cs in her GCSE results and one other achieved 3 x A-Cs and one D.

However, many school age mothers underachieve. Five girls did not get a grade for Maths and three did not get a grade for English. Four of the girls had a history of poor attendance and two had been taken out of school for prolonged periods by their parents. Attendance continued to be poor after the pregnancy. Two of the girls failed to attend for their GCSE exams. One of the girls was a victim of domestic violence and unable at the time to do her GCSEs. Another had made herself homeless and was placed in a hostel out of the borough.

Experience has shown that school age mothers may take some time to re-engage in education as it can be a time of disruption in family dynamics and in relationships with the babies' fathers, difficulties with housing or changes in carer's placements as well as coping with going to school. It is important that the Young Parent Advisor can be one of the professionals who can be available for advice and information for them post 16 as this is when they are often able to re-engage with their studies or other training.

Post 16 pathways

Pupils have had intensive support to enable them to enrol at college, to locate childcare provision, to apply for Care to Learn, and other benefits such as Income support and student bursaries. In some cases this has been provided by the Young Parent Advisor and in others has been provided by the Targeted Youth Support Worker.

Of the nine pupils 5 are in college and 1 is in training. One pupil has been offered the opportunity of re-taking year 11 at the PRU. Two pupils are NEET and one of them has been transferred to local services in her own borough. The other pupil will remain on the caseload until allocated to the Targeted Youth Support Team.

Two girls were year 12. Both of them had been placed in hostels but within the academic year were moved back into borough into supported accommodation. One of them was in college and the other was NEET. Intensive support was given to this pupil to enable her to return to education and she is now enrolled on a college course.

Appendix 7

Housing Revenue Account (HRA)

APPENDIX 7

Housing Revenue Account	2015/16	2016/17	2017/18
	Draft Budget £'000	Draft Budget £'000	Draft Budget £'000
INCOME			
Dwelling & non dwelling rents	(72,900)	(76,123)	(81,093)
Tenant & Leaseholder service charges	(18,870)	(19,030)	(19,506)
Investment Income received	(225)	(205)	(125)
General Fund contributions	(115)	(115)	(115)
GROSS INCOME	(92,109)	(95,473)	(100,840)
EXPENDITURE			
Repairs & Maintenance	22,298	22,409	22,930
Supervision & Management	23,622	25,305	25,577
Special Services, Rents rates & taxes	15,689	15,791	15,895
Increased provision for bad debts	1,400	1,400	900
Capital Financing charges	19,326	21,218	23,369
GROSS EXPENDITURE	82,334	86,122	88,671
NET COST OF HRA SERVICES	(9,776)	(9,351)	(12,170)
Appropriations			
Revenue Contribution to Capital Outlay (RCCO)	9,776	9,351	12,170
NET POSITION	-	-	-
Balances			
Opening balance	(20,893)	(20,893)	(20,893)
(Surplus)/ Deficit on HRA	-		
Closing balance	(20,893)	(20,893)	(20,893)

Appendix 8

Capital

Scheme Description	Programme	2014/15 Budget	2015/16 Budget	2016/17 Budget	2014/15 to 2016/17 Total Budget
		£m	£m	£m	£m
Education, Social Care and Wellbeing					
Pritchards Road - Heating Pipework Replacement	Mental health services	0.045	-	-	0.045
Antil Road Day Centre - Heating Works	Mental health services	0.060	-	-	0.060
e-Marketplace purchase and delivery	Mental health services	0.074	-	-	0.074
ICT Suite - Pritchards Road	Mental health services	0.010	-	-	0.010
Improvement Works to 35 Ronald Street	Learning Disability Hubs	0.508	-	-	0.508
Telecare/Telehealth Equipment	Tele Care/Telehealth Equipment	0.212	-	-	0.212
Arnhem Wharf - Expansion	Basic Need/Expansion	0.069	-	-	0.069
Cayley School - Expansion	Basic Need/Expansion	0.417	-	-	0.417
Marner School - Expansion	Basic Need/Expansion	0.020	-	-	0.020
Stebon - Expansion	Basic Need/Expansion	4.152	-	-	4.152
PDC - Conversion	Basic Need/Expansion	0.774	-	-	0.774
Woolmore Primary School - Expansion	Basic Need/Expansion	6.313	0.500	-	6.813
Refurbishment of Bethnal Green Centre	Basic Need/Expansion	0.174	-	-	0.174
Olga Primary School - Expansion	Basic Need/Expansion	1.200	5.100	4.000	10.300
St Paul's Way Trust School - Expansion	Basic Need/Expansion	1.500	4.900	3.330	9.730
Provision of Bulge Classes - Expansion	Basic Need/Expansion	0.200	-	-	0.200
Various - Scheme Development	Basic Need/Expansion	0.602	-	-	0.602
Stephen Hawking Special School - Feasibility	Basic Need/Expansion	0.010	-	-	0.010
Seven Mills Primary School - Feasibility	Basic Need/Expansion	0.042	-	-	0.042
Bromley Hall - Feasibility	Basic Need/Expansion	0.011	-	-	0.011
Halley School - Feasibility	Basic Need/Expansion	0.010	-	-	0.010
Swanlea School - Feasibility	Basic Need/Expansion	0.025	-	-	0.025
Neptune Wharf - Feasibility	Basic Need/Expansion	0.010	-	-	0.010
London Dock - Feasibility	Basic Need/Expansion	0.010	-	-	0.010
Various - Primary Sites Review	Basic Need/Expansion	0.030	-	-	0.030
Provisions - Satutory Duty	Basic Need/Expansion	0.840	-	-	0.840
Provision for 2 year olds - Grant to Nursery at St Paul's Church	Basic Need/Expansion	0.103	-	-	0.103
Provision for 2 year olds - Grant to Lincoln Hall	Basic Need/Expansion	0.170	-	-	0.170
Stepney - 6th Form Expansion	Basic Need/Expansion	0.800	3.700	-	4.500
Phoenix - Satellite Classrooms	Basic Need/Expansion	0.290	-	-	0.290
Bromley Hall - Expansion	Basic Need/Expansion	0.110	-	-	0.110
Bishop Challoner - Community Facilities	Bishop Challoner	0.600	-	-	0.600

Scheme Description	Programme	2014/15 Budget	2015/16 Budget	2016/17 Budget	2014/15 to 2016/17 Total Budget
		£m	£m	£m	£m
Blue Gate Fields - Boiler Replacement	Conditions and Improvement	0.017	-	-	0.017
Cubitt Town Juniors - Fire Escape Staircase	Conditions and Improvement	0.035	-	-	0.035
Statutory Requirements	Conditions and Improvement	0.189	-	-	0.189
Harry Gosling - Lightning Protection	Conditions and Improvement	0.021	-	-	0.021
John Scurr School - Replace Concrete Boundary Wall	Conditions and Improvement	0.010	-	-	0.010
Tredegar Centre - Window Replacement	Conditions and Improvement	0.010	-	-	0.010
Blue Gate Fields - Update Electrical Supply	Conditions and Improvement	0.034	-	-	0.034
Eva Armsby Family Centre - Replace Roof Covering	Conditions and Improvement	0.018	-	-	0.018
Non Schools - Statutory Requirements	Conditions and Improvement	0.082	-	-	0.082
Gorsefield Residential Centre - Security Improvements	Conditions and Improvement	0.058	-	-	0.058
Gorsefield Refurbishment	Conditions and Improvement	0.010	-	-	0.010
Swanlea School - Fire Protection Works Phase 1	Conditions and Improvement	0.200	-	-	0.200
John Scurr - Heating Pipework Replacement	Conditions and Improvement	0.150	-	-	0.150
Bonner Primary School - Roofing Works	Conditions and Improvement	0.011	-	-	0.011
George Green School - Recover Pool Roof	Conditions and Improvement	0.075	-	-	0.075
Hermitage Primary School - Improvement Works to Early Years Classrooms	Conditions and Improvement	0.020	-	-	0.020
Canon Barnett Primary School - Accessibility Works	Conditions and Improvement	0.025	-	-	0.025
Cubitt Town Junior School - Relocate Demountable & Create New Fire Escape	Conditions and Improvement	0.055	-	-	0.055
Cubitt Town Juniors - Structural Works	Conditions and Improvement	0.050	-	-	0.050
Hague Primary School - Roofing Works	Conditions and Improvement	0.090	-	-	0.090
Tommy Flowers PRU - Roofing Works	Conditions and Improvement	0.055	-	-	0.055
Tredegar House - Boiler Replacement	Conditions and Improvement	0.055	-	-	0.055
Bangabandhu, Blue Gate Fields & Kobi Nazrul - Urgent Electrical Works	Conditions and Improvement	0.080	-	-	0.080
Osmani School - Fire Access Improvements	Conditions and Improvement	0.021	-	-	0.021
Match funding for schools	Other	0.038	-	-	0.038
Malmesbury Remodelling	Primary Capital Programme	0.017	-	-	0.017
Stebon - Refurbishment & Extension	Primary Capital Programme	0.080	-	-	0.080
Children's Centre - Globe Town	Sure Start	0.006	-	-	0.006
BMX track - Mile End Park	Youth Services (BMX Mile End)	0.006	-	-	0.006
Swanlea School 6th Form Block Accommodation	Crossrail	0.350	-	-	0.350
Globe Primary School - Kitchen Upgrade	Universal Free School Meals	0.095	-	-	0.095
Cyril Jackson Primary School - Kitchen Upgrade	Universal Free School Meals	0.080	-	-	0.080
Primary Schools - Various Sites - Kitchen Upgrade	Universal Free School Meals	0.190	-	-	0.190

Current Capital Programme 2014/15 to 2016/17

Appendix 8.1

Scheme Description	Programme	2014/15	2015/16	2016/17	2014/15 to
		Budget	Budget	Budget	2016/17
		£m	£m	£m	£m
Old Palace Primary School - Kitchen Upgrade	Universal Free School Meals	0.018	-	-	0.018
Education, Social Care and Wellbeing Total		21.642	14.200	7.330	43.172

Communities, Localities and Culture					
Roman Road Globe Town	TfL Schemes	0.014	-	-	0.014
Manchester Road / Island Gardens / Stebondale	TfL Schemes	0.076	-	-	0.076
Abbott Road / Aberfeldy Estate	TfL Schemes	0.010	-	-	0.010
St Paul's Way - Streets for People	TfL Schemes	-	0.017	-	0.017
Bethnal Green to Olympic Park	TfL Schemes	-	0.008	-	0.008
Brick Lane - TfL Corridors/Neighbourhoods	TfL Schemes	0.002	-	-	0.002
Legible London - TfL Corridors/Neighbourhoods	TfL Schemes	0.104	-	-	0.104
Zebra crossing halos - TfL Corridors/Neighbourhoods	TfL Schemes	0.056	-	-	0.056
Valance Rd Junction - TfL Corridors/Neighbourhoods	TfL Schemes	0.050	-	-	0.050
Local Area Minor Accessibility Improvements	TfL Schemes	0.017	-	-	0.017
TfL Local Transport - Various	TfL Schemes	0.147	-	-	0.147
Bethnal Green Town Centre - T&H	TfL Schemes	-	0.054	-	0.054
Westferry Road	TfL Schemes	0.123	-	-	0.123
Boroughwide Road Safety - T&H	TfL Schemes	0.181	0.180	-	0.361
Cavell Street - COG	TfL Schemes	0.013	-	-	0.013
Bow	TfL Schemes	0.246	-	-	0.246
Historic Streets	TfL Schemes	0.226	-	-	0.226
Sydney Street	TfL Schemes	-	0.169	-	0.169
Bus Stop Accessibility Programme	TfL Schemes	0.015	-	-	0.015
Belgrave Street	TfL Schemes	-	0.066	-	0.066
Cycle Parking	TfL Schemes	0.070	-	-	0.070
Bridge Assessment - Garnet Street	TfL Schemes	0.032	-	-	0.032
Bridge Assessment - Wansbeck Road	TfL Schemes	0.025	-	-	0.025
TfL LIP to be Allocated	TfL Schemes	-	2.599	-	2.599
St John's Gardens Park - Floodlighting of Tennis Courts	Sport England	0.047	-	-	0.047
Equipment - Grounds Maintenance	Public Realm Improvements	0.095	-	-	0.095
Interim Depot Strategy	Public Realm Improvements	1.000	-	-	1.000
Boroughwide - Highways resurfacing	Highways Improvement Programme	1.000	-	-	1.000
Bartlett Park Masterplan - Highways	Highways Improvement Programme	0.345	1.355	-	1.700

Scheme Description	Programme	2014/15 Budget	2015/16 Budget	2016/17 Budget	2014/15 to 2016/17 Total Budget
		£m	£m	£m	£m
Bus Stop Works Various Locations	Section 106 Funded Schemes	-	0.043	-	0.043
Marsh Wall Environmental Improvement	Section 106 Funded Schemes	-	0.195	-	0.195
33-35 Commercial Road	Section 106 Funded Schemes	0.169	-	-	0.169
Cambridge Heath Road/Three Colts	Section 106 Funded Schemes	0.009	-	-	0.009
57-59 Whitechapel Road	Section 106 Funded Schemes	0.030	-	-	0.030
21 Wapping Lane	Section 106 Funded Schemes	-	0.064	-	0.064
Former Safeway Store	Section 106 Funded Schemes	0.135	-	-	0.135
Caspian Wharf and 1-3 Yeo Street	Section 106 Funded Schemes	0.017	-	-	0.017
101-109 Fairfield Road	Section 106 Funded Schemes	-	0.018	-	0.018
Improvements to pedestrian and cycle routes	Section 106 Funded Schemes	-	0.018	-	0.018
Ocean Estate FS2	Section 106 Funded Schemes	-	0.106	-	0.106
Sainsbury Food Store	Section 106 Funded Schemes	-	0.022	-	0.022
Warner Green	Section 106 Funded Schemes	-	0.049	-	0.049
Weavers Field & Allen Gardens	Section 106 Funded Schemes	0.080	0.017	-	0.097
Poplar Park & Jolly's Green	Section 106 Funded Schemes	-	0.067	-	0.067
Ropewalk Gardens	Section 106 Funded Schemes	-	0.047	-	0.047
Marsh Wall & Limeharbour	Section 106 Funded Schemes	0.003	-	-	0.003
Blackwall Way Bus Stops	Section 106 Funded Schemes	-	0.039	-	0.039
Gunmakers Lane	Section 106 Funded Schemes	0.163	-	-	0.163
Fieldgate Street	Section 106 Funded Schemes	0.045	-	-	0.045
Blossom Street & Folgate Street	Section 106 Funded Schemes	0.002	-	-	0.002
Morris Road & Rifle Street Footbridge	Section 106 Funded Schemes	0.026	-	-	0.026
Morris Road & Rifle Street	Section 106 Funded Schemes	0.002	-	-	0.002
Former Bishop Challoner School	Section 106 Funded Schemes	0.030	-	-	0.030
Marsh Wall Junction Works	Section 106 Funded Schemes	0.004	-	-	0.004
St Andrews Hospital	Section 106 Funded Schemes	-	0.088	-	0.088
Bow Common Lane and Furze Street	Section 106 Funded Schemes	0.030	-	-	0.030
Selsey Street	Section 106 Funded Schemes	0.010	-	-	0.010
Cemetery Lodge	Section 106 Funded Schemes	-	0.071	-	0.071
Mile End Stadium Astro-turf Development	Section 106 Funded Schemes	-	0.127	-	0.127
John Orwell Sports Centre Astro-turf Development	Section 106 Funded Schemes	-	0.180	-	0.180
744 Wick Lane & 46-52 Fairfield Road	Section 106 Funded Schemes	-	0.040	-	0.040
Stonebridge Wharf (Landscape improvements)	Section 106 Funded Schemes	-	0.091	-	0.091

Scheme Description	Programme	2014/15 Budget	2015/16 Budget	2016/17 Budget	2014/15 to 2016/17 Total Budget
		£m	£m	£m	£m
Cavell Street	Section 106 Funded Schemes	0.070	-	-	0.070
To be decided	Section 106 Funded Schemes	0.395	0.820	-	1.215
Dace Road Improvements	OPTEMS	0.107	-	-	0.107
Monier Road	OPTEMS	0.174	-	-	0.174
Tredegar Road	OPTEMS	0.050	0.200	-	0.250
Millwall Park / Island Gardens	Parks	0.003	-	-	0.003
Poplar Park	Parks	0.040	-	-	0.040
Schoolhouse Multi Use Gym Area	Parks	0.007	-	-	0.007
Victoria Park Sports Hub	Parks	0.030	2.126	-	2.156
Christ Church Gardens	Parks	-	0.350	-	0.350
Mile End Hedge	Parks	0.134	-	-	0.134
Trinity Square Gardens	Parks	-	0.055	-	0.055
Bartlett Park	Parks	-	0.002	-	0.002
Albert Gardens	Parks	-	0.025	-	0.025
Millwall Park & Langdon Park	Parks	0.028	-	-	0.028
Brady Centre	Culture	0.001	-	-	0.001
Tennis Courts - Bethnal Green Gardens	Culture	0.002	-	-	0.002
Tennis Courts - Victoria Park	Culture	0.010	-	-	0.010
Mile End Stadium Track Resurfacing	Culture	0.004	-	-	0.004
Mile End Park Capital Works	Culture	0.028	0.046	-	0.074
Watney Market Landscaping	Culture	0.007	-	-	0.007
Whitechapel Idea Store - Design	Culture	0.009	-	-	0.009
St Georges Pool	Culture	0.010	0.096	-	0.106
John Orwell Sports Centre	Culture	0.116	-	-	0.116
Leven Road Open Space	Culture	0.025	-	-	0.025
Brick Lane Mural	Culture	-	0.045	-	0.045
Banglatown Art Trail & Arches	Culture	0.286	0.250	-	0.536
Mile End Leisure Centre - Security Enhancements	Culture	0.002	-	-	0.002
Stepney Green Astro Turf	Culture	0.443	-	-	0.443
Middlesex Street	Culture	-	0.239	-	0.239
St. John's Gardens Tennis Courts	Culture	-	0.070	-	0.070
Bancroft Library Improvements	Bancroft Library	0.008	-	-	0.008
Bancroft Library Phase 2 / 2b	Bancroft Library	0.052	0.145	-	0.197

Scheme Description	Programme	2014/15	2015/16	2016/17	2014/15 to
		Budget	Budget	Budget	2016/17
		£m	£m	£m	Total Budget
Watney Market Idea Store	Watney Market Idea Store	0.057	-	-	0.057
CCTV Improvements	CCTV	0.179	-	-	0.179
Generators - Mulberry/Anchorage	Generators (Mulberry and Anchorage)	0.009	-	-	0.009
Contaminated Land Strategy H&S	Contaminated Land Works	-	0.262	-	0.262
Adelina Grove	Contaminated Land Works	-	0.053	-	0.053
Copton Close (Watts Gr/Gale St)	Contaminated Land Works	-	0.040	-	0.040
Poplar High St (Contaminated Land Surveys)	Contaminated Land Works	0.031	0.006	-	0.037
Rosebank Gardens	Contaminated Land Works	0.033	-	-	0.033
Stores Quay	Contaminated Land Works	-	0.046	-	0.046
Veronica House	Contaminated Land Works	0.015	0.018	-	0.033
Communities, Localities and Culture Total		7.014	10.624	-	17.638

Building Schools for the Future					
BSF - Oaklands	BSF Main Build	0.204	-	-	0.204
BSF - Sir John Cass	BSF Main Build	0.551	-	-	0.551
BSF - Beatrice Tate	BSF Main Build	0.005	-	-	0.005
BSF - Central Foundation	BSF Main Build	5.030	-	-	5.030
BSF - Langdon Park	BSF Main Build	1.029	-	-	1.029
BSF - Bow Boys	BSF Main Build	3.493	-	-	3.493
BSF - George Green's	BSF Main Build	0.679	-	-	0.679
BSF - Wave 5 (plus localisation)	BSF Main Build	0.816	-	-	0.816
ICT Infra - Central Services	BSF ICT Infrastructure	0.543	0.030	-	0.573
ICT Infra - Bethnal Green School	BSF ICT Infrastructure	0.082	0.014	-	0.096
ICT Infra - St Paul's Way	BSF ICT Infrastructure	0.115	0.036	-	0.151
ICT Infra - Raines Foundation	BSF ICT Infrastructure	0.059	0.018	-	0.077
ICT Infra - Sir John Cass	BSF ICT Infrastructure	0.104	0.006	-	0.110
ICT Infra - Morpeth	BSF ICT Infrastructure	0.105	0.002	-	0.107
ICT Infra - Oaklands	BSF ICT Infrastructure	0.050	0.001	-	0.051
ICT Infra - Ian Mikardo	BSF ICT Infrastructure	0.010	-	-	0.010
ICT Infra - Wessex	BSF ICT Infrastructure	0.022	-	-	0.022
ICT Infra - Central Foundation	BSF ICT Infrastructure	0.198	0.057	-	0.255
ICT Infra - Bowden House	BSF ICT Infrastructure	0.008	-	-	0.008
ICT Infra - Beatrice Tate	BSF ICT Infrastructure	0.037	-	-	0.037

Current Capital Programme 2014/15 to 2016/17

Appendix 8.1

Scheme Description	Programme	2014/15 Budget	2015/16 Budget	2016/17 Budget	2014/15 to 2016/17 Total Budget
		£m	£m	£m	£m
ICT Infra - Stepney Green	BSF ICT Infrastructure	0.099	0.012	-	0.111
ICT Infra - Harpley PRU	BSF ICT Infrastructure	0.019	-	-	0.019
ICT Infra - Langdon Park	BSF ICT Infrastructure	0.159	0.005	-	0.164
ICT Infra - Swansea	BSF ICT Infrastructure	0.101	0.003	-	0.104
ICT Infra - Bow Boys	BSF ICT Infrastructure	0.957	0.007	-	0.964
ICT Infra - Phoenix	BSF ICT Infrastructure	0.007	0.032	-	0.039
Building Schools for the Future Total		14.482	0.223	-	14.705
Development and Renewal					
Millennium Quarter	Millennium Quarter	0.326	-	-	0.326
Bishops Square	Bishops Square	0.146	-	-	0.146
Wellington Way Health Centre	Wellington Way Health Centre	3.119	-	-	3.119
Roman Road Shop Front Improvements	Town Centre Improvements	0.140	-	-	0.140
Birchfield Estate Masterplan, St Clements Hospital	Regional Housing Pot Targeted Funding	6.068	-	-	6.068
High Street 2012 Conservation	High Street 2012	2.514	-	-	2.514
Disabled Facilities Grant	Disabled Facilities Grants	0.967	0.750	0.730	2.447
Private Sector Improvement Grants	Private Sector Improvement Grants	0.856	0.550	-	1.406
Genesis Housing	RSL - Genesis Housing Group	0.363	-	-	0.363
DDA Related Access Works	Facilities Management - DDA works	0.052	-	-	0.052
Whitechapel Road Crossing - TfL	S106 Schemes	0.173	-	-	0.173
Barley Mow Project	S106 Schemes	0.152	-	-	0.152
Multi-faith Burial Sites	Multi Faith Burial Ground	3.000	-	-	3.000
Faith Buildings	Faith Buildings	1.707	-	-	1.707
Various - Crossrail (TfL) Project	Section 106 Passported Funding	0.657	-	-	0.657
Development and Renewal Total		20.240	1.300	0.730	22.270
Corporate Provision for Schemes Under Development					
Corporate GF Provision 2013-14	Civic Centre	12.000	-	-	12.000
Corporate Provision for Schemes Under Development Total		12.000	-	-	12.000
Housing Revenue Account					
Decent Homes Backlog	Decent Homes Backlog	70.000	48.601	-	118.601
Malmesbury Estate Decent Homes Programme	Decent Homes Backlog	3.550	-	-	3.550
Housing Capital Programme (Housing Prioritised Investment Programme - 2014/15)	Housing Capital Programme	20.668	15.010	15.000	50.678

Current Capital Programme 2014/15 to 2016/17

Appendix 8.1

Scheme Description	Programme	2014/15 Budget	2015/16 Budget	2016/17 Budget	2014/15 to 2016/17 Total Budget
		£m	£m	£m	£m
Indicative Provision to Fund New Housing Supply	D&R schemes to be adopted	1.900	0.100	-	2.000
Ocean Regeneration	Ocean Estate Regeneration	6.718	-	-	6.718
Blackwall Reach	Blackwall Reach	4.665	-	-	4.665
Fuel Poverty Works – Bancroft & Avebury	Fuel Poverty Works	3.607	-	-	3.607
Ashington Estate East - GLA Pipeline Fund	New Supply	0.500	3.530	7.404	11.434
Extensions - GLA Pipeline Fund	New Supply	0.592	3.010	-	3.602
Bradwell Street - GLA Pipeline Fund	New Supply	2.050	0.875	-	2.925
Short Life Properties	Affordable Housing Measures	1.616	-	-	1.616
Watts Grove	Watts Grove	-	10.520	15.780	26.300
Poplar Baths and Dame Colet House	Poplar Baths	-	5.991	9.189	15.180
Housing Revenue Account Total		115.866	87.637	47.373	250.876
TOTAL CAPITAL PROGRAMME 2014/15 TO 2016/17		191.244	113.984	55.433	360.661

Indicative Schemes 2015/16 to 2017/18
Appendix 8.2

Scheme Description	Programme	2015/16 Budget	2016/17 Budget	2017/18 Budget	2015/16 to 2017/18 Total Budget
		£m	£m	£m	£m
Education, Social Care and Wellbeing					
To provide additional forms of entry for school places	Basic Need/Expansion	10.404	10.924	11.000	32.328
To undertake urgent condition and statutory compliance works	Conditions and Improvement	1.000	1.000	1.000	3.000
To undertake urgent condition and statutory compliance works and service improvements	Conditions and Improvement	0.800	-	-	0.800
Education, Social Care and Wellbeing Total		12.204	11.924	12.000	36.128
Communities, Localities and Culture					
TfL Funded Schemes	TfL Local Implementation Plan (LIP) Funded Schemes	-	2.465	2.465	4.930
S106 Funded Schemes	S106 Funded Transport & Highways Projects	1.356	-	-	1.356
Watts Grove - Additional decant costs	Watts Grove	0.430	-	-	0.430
Street lighting replacement	Street lighting replacement	1.600	-	-	1.600
ICT Project	ICT Project	0.550	-	-	0.550
Communities, Localities and Culture Total		3.936	2.465	2.465	8.866
Development and Renewal					
S106 Funded Schemes	S106 Scheme	1.930	-	-	1.930
Development and Renewal Total		1.930	-	-	1.930
Housing Revenue Account					
New Homes - LBTH Housing Development Programme	New Supply	13.385	23.338	1.594	38.317
Ashington Estate East - GLA Pipeline Fund	New Supply	2.450	-	-	2.450
New Supply - Funded through use of retained 1-4-1 Right to Buy receipts	New Supply	24.083	24.083	-	48.166
Housing Revenue Account Total		39.918	47.421	1.594	88.933
TOTAL INDICATIVE SCHEMES 2015/16 TO 2017/18		57.988	61.810	16.059	135.857

Programme/Directorate Budgets	2014/15			2015/16	2016/17	2017/18	2014/15 to 2017/18
	Slippage from 2013/14	Latest Budget	Total Revised Budget	Budget	Budget	Budget	Total Budget
	£m	£m	£m	£m	£m	£m	£m
Education, Social Care and Wellbeing	3.195	18.447	21.642	26.404	19.254	12.000	79.300
Communities, Localities and Culture	0.971	6.043	7.014	14.560	2.465	2.465	26.504
Building Schools for the Future	(6.718)	21.200	14.482	0.223	-	-	14.705
Development & Renewal (Excluding HRA)	17.736	2.504	20.240	3.230	0.730	-	24.200
Civic Centre	-	12.000	12.000	-	-	-	12.000
Total excluding HRA	15.184	60.194	75.378	44.417	22.449	14.465	156.709
Poplar Baths and Dame Colet House	-	-	-	5.991	9.189	-	15.180
Housing Revenue Account	50.366	65.500	115.866	121.564	85.605	1.594	324.629
Total HRA	50.366	65.500	115.866	127.555	94.794	1.594	339.809
Total Budget	65.550	125.694	191.244	171.972	117.243	16.059	496.518

Programme/Directorate Funding Sources	Central Government or other Grant	Supported Capital Expenditure	Major Repairs Allowance	Schools Contribution	Capital Receipt	Prudential Borrowing	Section 106 Funding	Direct Revenue Funding	Credit Arrangement	Total	2014/15 Revised Budget	2015/16 Budget	2016/17 Budget	2017/18 Budget	2014/15-2017/18 Total Budget
	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m
Education, Social Care and Wellbeing	78.316	-	-	-	0.969	-	-	0.015	-	79.300	21.642	26.404	19.254	12.000	79.300
Communities, Localities and Culture	11.962	-	-	-	1.709	0.095	9.579	3.159	-	26.504	7.014	14.560	2.465	2.465	26.504
Building Schools for the Future	6.005	3.300	-	3.914	-	-	1.486	-	-	14.705	14.482	0.223	-	-	14.705
Development & Renewal (Excluding HRA)	11.768	-	-	-	5.789	-	6.503	0.140	-	24.200	20.240	3.230	0.730	-	24.200
Civic Centre	-	-	-	-	-	10.000	-	2.000	-	12.000	12.000	-	-	-	12.000
Total excluding HRA	108.051	3.300	-	3.914	8.467	10.095	17.568	5.314	-	156.709	75.378	44.417	22.449	14.465	156.709
Poplar Baths and Dame Colet House	-	-	-	-	4.554	-	-	-	10.626	15.180	-	5.991	9.189	-	15.180
Housing Revenue Account	78.363	-	73.272	-	23.111	90.144	3.017	56.722	-	324.629	115.866	121.564	85.605	1.594	324.629
Total HRA	78.363	-	73.272	-	27.665	90.144	3.017	56.722	10.626	339.809	115.866	127.555	94.794	1.594	339.809
Total Funding	186.414	3.300	73.272	3.914	36.132	100.239	20.585	62.036	10.626	496.518	191.244	171.972	117.243	16.059	496.518